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Financing of the United Nations Mission in South Sudan

Budget for the United Nations Mission in South Sudan for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in South Sudan (UNMISS) for the period from 1 July 2011 to 30 June 2012, which amounts to $738,266,500.

The budget provides for the deployment of 166 military observers, 6,834 military contingent personnel, 900 United Nations police officers, 957 international staff, 1,590 national staff, 506 United Nations Volunteers, 81 Government-provided personnel and 500 temporary positions.

The total resource requirements for UNMISS for the financial period from 1 July 2011 to 30 June 2012 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (peace consolidation and extension of state authority; conflict mitigation and protection of civilians; capacity-building; human rights; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of staffing resources have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Cost estimates (2011/12)*
Military and police personnel	247 009.1
Civilian personnel	91 674.3
Operational costs	399 583.1
Gross requirements	**738 266.5**
Staff assessment income	10 302.0
Net requirements	**727 964.5**
Voluntary contributions in kind (budgeted)	—
Total requirements	**738 266.5**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*International staff*	*National staff*[b]	*Temporary positions*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Proposed 2011/12	—	—	—	51	23	3	8	—	**85**
Components									
Peace consolidation									
Proposed 2011/12	—	—	—	48	113	19	36	—	**216**
Conflict mitigation									
Proposed 2011/12	166	6 834	—	85	61	—	95	81	**7 322**
Capacity-building									
Proposed 2011/12	—	—	900	100	53	42	39	—	**1 134**
Human rights									
Proposed 2011/12	—	—	—	61	54	—	36	—	**151**
Support									
Proposed 2011/12	—	—	—	603	1 281	436	292	—	**2 612**
Regional Service Centre at Entebbe, Uganda									
Proposed 2011/12	—	—	—	9	5	—	—	—	**14**
Total	**166**	**6 834**	**900**	**957**	**1 590**	**500**	**506**	**81**	**11 534**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section III of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in South Sudan (UNMISS) was established by the Security Council in its resolution 1996 (2011) for an initial period of one year, with the intention to renew for further periods as may be required.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to consolidate peace and security and to help establish the conditions for development in South Sudan with a view to strengthening the capacity of the Government to govern effectively and democratically and establish good relations with its neighbours.

3. Within this overall objective, UNMISS will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (peace consolidation and extension of state authority; conflict mitigation and protection of civilians; capacity-building; human rights; and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNMISS, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

5. The structure of UNMISS is based on the mandate of the Mission and is dictated by a number of factors, including an integrated approach that harnesses the different assets and capacities of all parts of the Mission and the United Nations system for peace consolidation. This includes working in a decentralized manner tailored to local conditions in South Sudan in order to reach vulnerable populations and engage with local communities.

6. Staffing levels proposed are based on an expectation of what is realistically achievable within a three-year time frame. The staffing levels in the first year and the expected incremental increase in the following years are based on the circumstances on the ground, the level of government capacity and logistical realities. Mission staff will be embedded in government structures at the national, state and county levels in mandated areas to help expand state authority and build national capacities.

7. In line with its mandate to deliver at the national, state and local levels, and cognizant of the fact that most challenges are likely to arise at the state and county levels where government capacity is weak, most staff will be deployed at the state and county levels, with key political and advisory functions located at the Mission headquarters in Juba.

8. UNMISS headquarters in Juba will host the senior management team of the Mission, including the Special Representative of the Secretary-General, the Deputy Special Representative (Political), the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), the Force Commander and the Police

Commissioner. All senior managers will pay frequent visits to the state capitals and counties to ensure policy coherence and underline the decentralized approach of UNMISS throughout the country.

9. Field offices will be established in each of the 10 states in South Sudan, namely Northern Bahr el Ghazal, Western Bahr el Ghazal, Lakes, Warrab, Jonglei, Unity, Upper Nile, Western Equatoria, Central Equatoria and Eastern Equatoria. Each of the offices will be led by a state coordinator, who will have a high degree of authority to manage the day-to-day operations and coordinate the different functions of the Mission on the basis of joint workplans agreed by the Mission leadership. There will be clear mechanisms for the requesting and tasking of assets that are available only centrally. Close coordination with the United Nations country team at the state level will be ensured through regular meetings between state coordinators and the expanded county team, supported by the Recovery, Reintegration and Peacebuilding Section, which will serve as the liaison with the United Nations agencies, funds and programmes.

10. The General Assembly, in its resolution 65/257 B, appropriated and assessed an amount of $482,460,550 for the maintenance of UNMIS for the six-month period from 1 July to 31 December 2011. The Assembly further authorized the Secretary-General to draw upon the resources approved for UNMIS in entering into commitments for the period from 1 July to 31 December 2011 for the United Nations Interim Security Force for Abyei (UNISFA) and any further missions established by the Security Council before 31 December 2011 in support of the implementation of the Comprehensive Peace Agreement. The Assembly also noted the intention of the Security Council, as stated in its resolution 1978 (2011), to establish a successor mission to UNMIS, and authorized the Secretary-General to draw upon the resources approved for UNMIS in entering into commitments for a successor mission for the period from 1 July to 31 December 2011.

11. The Security Council, in its resolutions 1990 (2011) and 1996 (2011), decided to establish UNISFA and UNMISS, respectively. Accordingly, pursuant to authorization granted by the General Assembly in its resolution 65/257 B on the financing of UNMIS, commitment authorities were provided for the deployment of UNMISS and UNISFA in the amount of $277,915,150 and $93,452,600, respectively, with the balance of appropriation in the amount of $111,092,800 utilized for the withdrawal of UNMIS. Of the amount of $482,460,550 the General Assembly assessed upon Member States in resolution 65/257 B, the amount of $137,532,000 is to be applied to the Special Account for UNMIS, the amount of $277,915,150 is to be applied to the Special Account for UNMISS and the balance in the amount of $67,013,400 is to be applied to the Special Account for UNISFA.

B. Planning assumptions and mission support initiatives

12. Following South Sudan's independence on 9 July 2011, the first year of the Mission will be shaped by high levels of insecurity, high numbers of returnees, weak government structures and a political transition, including human rights challenges. During this phase, UNMISS will need to quickly increase its staffing for protection of civilians; the civil affairs network; political affairs; the Joint Mission Analysis Centre/Joint Operations Centre; recovery, reintegration and peacebuilding; human rights; public information; and United Nations police. The Mission will establish the

necessary capacity in the area of disarmament, demobilization and reintegration and phase-in capacity in the areas of rule of law (including corrections and civil and military justice), as mandated by the Security Council and security sector reform, if requested by South Sudan and staffed mainly by additional general temporary assistance. In the first year, the Mission will staff the 10 state offices and 19 of the envisaged 35 county support bases.

13. In the second year (from 1 July 2012 to 30 June 2013), although progress will be slow, UNMISS priorities will be shaped by the gradual consolidation of a new political dispensation, continuing high numbers of returnees and the gradual expansion of state authority. During this phase, UNMISS will need to maintain the staffing levels of the first year and increase its staffing for an expanded disarmament, demobilization and reintegration programme. UNMISS will also expand its presence at the county level in line with the expansion of state authority and the expected co-location with government authorities, as envisaged in resolution 1996 (2011). This will require additional staffing for 9 new county support bases, bringing the total to 28, as well as the increased presence of the United Nations police.

14. During the third year of the Mission (from 1 July 2013 to 30 June 2014), it is expected that elections will be held, or at the very least, preparations will be well under way. If the elections are delayed or mismanaged, this could lead to increased insecurity and threaten progress in the expansion of state authority and respect for human rights. During this phase of the Mission, UNMISS will request electoral staffing, in cooperation with the United Nations Development Programme (UNDP). The Mission will also continue to expand its disarmament, demobilization and reintegration staffing and United Nations police staffing, and will staff eight additional county support bases, bringing the total to 35. During the third year, and depending on the request of the Government and the scale and scope of donor contributions, the staffing for rule of law and security sector reform may be reduced. Furthermore, it is foreseen that the number of United Nations police will reach 900 within the three-year period, following the increased logistical capacity of the Mission.

15. The Mission will engage with the United Nations country team to ensure a unified and comprehensive approach to address the challenges of peace consolidation and fostering long-term peacebuilding and economic development, in accordance with paragraph 3 of Security Council resolution 1996 (2011). The Mission will work with bilateral and multilateral partners to ensure that international assistance is consistent with national priorities and can deliver prioritized support that reflects the specific peacebuilding needs and priorities of South Sudan. UNMISS will also engage with national and international non-governmental organizations (NGOs), as appropriate, as part of this effort.

16. The Mission will conduct its operations with a view to maximizing its positive economic, social and environmental impact on South Sudan and minimizing any negative effects. In a vast and underdeveloped country, small contributions to physical infrastructure and building local capacity can make a great difference to the lives of local people. Wherever practical, the Mission will seek to procure goods locally, hire local people and build their skills, and design its infrastructure and operations with a view to the legacy it will leave. In addition, the Mission intends to implement quick-impact projects at the county level and in neighbouring

communities, delivering development dividends to improve local conditions and build confidence for the Mission in general.

C. Regional mission cooperation

17. In the context of the implementation of its mandate, in collaboration with the relevant partners, the Mission will work to provide support to facilitate South Sudan's process of becoming a full member of the international community by joining relevant international and regional bodies and adopting appropriate international treaties and conventions. The mandate also calls upon UNMISS to share information with the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and regional and international partners in support of addressing threats posed by the Lord's Resistance Army (LRA).

18. By its resolution 64/269, the General Assembly approved the establishment of a regional service centre at the logistics hub at Entebbe, Uganda, for the purpose of consolidating administrative and support functions from geographically grouped field missions into a stand-alone regional centre, as proposed in the report of the Secretary-General on the global field support strategy (A/64/633). As outlined in the first annual progress report on the implementation of the global field support strategy (A/65/643), following the application of a specific project methodology, including a cost-benefit analysis, projected initial investment, recurring costs, risk and mitigation factors and implementation plans detailing phases and milestones of process to be transferred, the following four initial projects have been identified for transfer of functions and related resources to the Regional Service Centre at Entebbe: check-in and check-out of field personnel; the processing of education grants; the operation of a regional training and conference centre; and the operation of the Transportation and Movement Integrated Control Centre.

19. In accordance with resolution 64/269, the results-based-budgeting frameworks for the Regional Service Centre, as well as the UNMISS share for the post and non-post resource requirements of the Centre for 2011/12 are reflected in the present budget proposal. A total of 14 posts (1 P-5, 1 P-4, 1 P-3, 6 Field Service and 5 national General Service) are assigned to the Regional Service Centre at Entebbe, the details of which are reflected in section I. E of the present report. The UNMISS share of the costs for the Regional Service Centre at Entebbe ($2,582,700) are set out in section II. C.

D. Partnerships, country team coordination and integrated missions

20. The United Nations country team is currently implementing programmes in South Sudan in the areas of service delivery, agricultural extension and food security, rule of law, governance, community security and conflict mitigation, among others. Many of these programmes are undertaken through government structures and embedded staff, with actual presence varying across sectors. During the next three years as the implementation of the South Sudan Development Plan progresses, the United Nations country team will be increasing programme presence in accordance with its United Nations Development Assistance Framework in a

number of key areas, including governance, service delivery, agricultural-led growth, social programmes, reintegration, rural development, rule of law and conflict mitigation. The scale and scope of these programmes will, however, depend on the availability of funding from donors.

21. Considerable programmes are under way through bilateral and multilateral donors, as well as through regional engagement. Through the Intergovernmental Authority on Development (IGAD) initiative, supported by UNDP, civilian capacity from surrounding states is embedded inside state governments and national ministries. During the course of the next three years, as the implementation of the South Sudan Development Plan progresses, bilateral arrangements are expected to increase in scope and reach of their programmes in a number of areas, although the level of engagement is still not clear. The international financial institutions will be contributing additional concessional support in line with the priorities identified in the South Sudan Development Plan during the course of the first two years. Some of the areas that are likely to receive increased support from bilateral and multilateral donors include service delivery, infrastructure development, community-driven development, agriculture, governance and security sector reform, rule of law and police reform.

22. The scale and the scope of this support and the pace within which these programmes can be implemented have yet to be clarified. Current knowledge indicates quite clearly that with the immense challenges facing all areas in South Sudan, the Mission is required to engage fully in its mandated areas, at least during the first two years, and to help lay the groundwork for the building of large programmes to be implemented by the United Nations country team and bilateral and multilateral partners.

23. As the programmes implemented by partners are established, the Mission will need to take into account whether responsibilities for some key areas and support can be incrementally handed over to the United Nations country team. The United Nations country team has been consulted at all stages of the development of the results-based budget and staffing table. Roles and responsibilities between the Mission and the agencies, funds and programmes have been based on the mandated tasks for UNMISS, as reflected in Security Council resolution 1996 (2011) and on the mandates of agencies, funds and programmes, clearly delineated on the basis of comparative advantage and capacity on the ground.

E. Results-based-budgeting frameworks

Executive direction and management

24. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Office of the Special Representative of the Secretary-General	1	—	2	2	2	7	3	—	**10**
Office of the Deputy Special Representative of the Secretary-General (Political)	1	—	1	1	2	5	2	—	**7**
Office of the Deputy Special Representative of the Secretary-General (Resident/Humanitarian)	1	—	2	2	2	7	2	—	**9**
Special Advisers[b]	—	2	2	—	1	5	—	—	**5**
Office of the Chief of Staff	—	1	2	2	3	8	5	1	**14**
Best Practices Unit	—	—	1	2	—	3	1	—	**4**
Office of Field Support	—	—	1	1	1	3	1	1	**5**
Strategic Planning Unit	—	—	2	1	—	3	1	1	**5**
Legal Affairs Unit	—	—	3	2	1	6	5	3	**14**
Conduct and Discipline Team	—	1	3	1	2	7	3	2	**12**
Total proposed	**3**	**4**	**19**	**14**	**14**	**54**	**23**	**8**	**85**

[a] Includes National Officers and national General Service staff.
[b] Includes positions funded under general temporary assistance.

Office of the Special Representative of the Secretary-General

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Mission headquarters	1	—	2	2	2	7	3	—	**10**
Total proposed	**1**	**—**	**2**	**2**	**2**	**7**	**3**	**—**	**10**

[a] Includes National Officers and national General Service staff.

25. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is responsible for the implementation of the mandate of UNMISS on behalf of the Secretary-General. The Special Representative is responsible for directing the operations of the integrated mission, coordination of all activities of the United Nations in South Sudan and promoting a coherent international approach in support of peace consolidation. The Special Representative also serves as the designated official for security in the Mission. Reporting directly to the Special Representative are the Deputy Special Representative of the Secretary-General (Political) and the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), both at the Assistant Secretary-General level; the Force Commander; the Chief of Staff; the Director of Mission Support; the Senior Resident Auditor; the Spokesperson; the Chief Security Adviser;

the Chief of Conduct and Discipline and four Senior Special Advisers in the Special Representative's immediate office.

26. The front office of the Special Representative will be headed by one Senior Special Adviser (P-5), supported by two Special Assistants (1 P-4 and 1 P-3) and one Coordination Officer (P-3). They will support the Special Representative in all aspects of her daily work, including developing policy initiatives, identifying priority areas for action and tracking follow-up. They will also ensure coordination and the smooth flow of information with Mission leadership; maintain relations with ministers, senior officials of the Government, United Nations partners and the international community; handle correspondence and draft and edit documents for signature. One Personal Assistant (Field Service), one Administrative Assistant (Field Service), one Office Assistant (national General Service) and two Drivers (national General Service) will support the day-to-day functioning of the office.

Special Advisers

	International staff							
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*
Mission headquarters[b]	—	2	2	—	1	**5**	—	—
Total proposed	—	**2**	**2**	—	**1**	**5**	—	—

[a] Includes National Officers and national General Service staff.
[b] Includes 3 positions funded under general temporary assistance (2 D-1 and 1 P-5).

27. Four Senior Special Advisers will provide strategic advice to the Special Representative in specialized areas. One Senior Special Adviser (P-5) will act as a senior liaison officer, facilitating the Special Representative's relations with the Government of South Sudan. Three other posts reflecting specialized requirements for the first phase of mandate implementation are requested under general temporary assistance and they include: one Senior Special Adviser (D-1) specializing in anti-corruption and transparency of public revenues; one Senior Special Adviser (D-1) specializing in sequencing and prioritizing of state-building and peacebuilding in post-conflict settings; and one Senior Special Adviser (P-5) specializing in the protection of civilians in peacekeeping settings. The Advisers on anti-corruption and state-building will assist the Special Representative in developing policy positions and cross-cutting strategies in their respective areas, liaising with and convening specialized international actors, advising the Government and exercising good offices in support of the Government of South Sudan.

28. The Senior Adviser on the Protection of Civilians will provide advice to the Special Representative on the overall implementation of the Mission's mandate for the protection of civilians. As requested by the Special Representative, the incumbent will support Mission leadership to ensure that protection of civilian concerns are appropriately mainstreamed in the Mission, including through the development of a Mission-wide strategy; the establishment of appropriate coordination mechanisms, including with humanitarian partners, at the headquarters and field levels; and the introduction of a training strategy for Mission civilian, military and police personnel and relevant external partners. The incumbent will

provide advice and guidance to the three Protection Officers based in the state coordinators' offices. The four Senior Advisers will be supported by one Administrative Assistant (Field Service).

Office of the Chief of Staff

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	1	2	2	3	**8**	5	1	**14**
Total proposed	**—**	**1**	**2**	**2**	**3**	**8**	*5*	**1**	**14**

[a] Includes National Officers and national General Service staff.

29. The Chief of Staff (D-2) provides support to the Special Representative in the management of her day-to-day responsibilities and is responsible for ensuring the integrated and coherent functioning of UNMISS across all areas and components of the Mission. The Chief of Staff will translate strategic intent into viable tasks and priorities and ensure follow-up. The Chief of Staff will also ensure the functioning of core integrated mechanisms for planning, analysis and operations and will oversee the internal management of the Mission. The incumbent will also address senior staffing matters, develop policies and procedures as necessary to ensure the effective handling of information, establish crisis management arrangements and serve as a focal point for communication with and reporting to United Nations Headquarters, including the handling of high-level visits and matters of protocol. The Office of the Chief of Staff will oversee the Joint Operations Centre, the Joint Mission Analysis Centre, the Strategic Planning Unit, the Best Practices Unit, the Field Support Office and the Legal Advisory Unit. The incumbent also acts as focal point for the Special Representative in contacts with the Office of Internal Oversight Services and the Resident Auditor.

30. The Chief of Staff will be supported by a Deputy Chief of Staff (P-5) and a Special Assistant (P-3), both of whom will assist the Chief of Staff in discharging daily functions. In addition, one Coordination/Planning Officer (P-4) will support the Chief of Staff in substantive and Mission management functions. An Administrative Officer (P-3) will support the office in functions related to staffing and general administration. The Administration Officer will also oversee one Administrative Assistant (Field Service) and three Protocol/Liaison Officers (National Officers), who will handle the arrangements for travel of the Special Representative and the management of official visits, including coordinating travel, visas and programmes and liaising with the host Government on protocol matters. Two Records Maintenance Assistants (1 Field Service and 1 international United Nations Volunteer) will undertake records maintenance, filing and archiving of all documents received and sent from the immediate office of the Special Representative. The office is supported by one Administrative Assistant (Field Service) providing secretarial and office management support, one Office Assistant (national General Service) who assists in the processing of documents and travel requests and one Driver (national General Service).

Field Support Office

	International staff							
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*
Mission headquarters	—	—	1	1	1	**3**	1	1
Total proposed	**—**	**—**	**1**	**1**	**1**	**3**	**1**	**1**

[a] Includes National Officers and national General Service staff.

31. Reporting to the Chief of Staff, the Field Support Office in Juba will provide day-to-day support of and liaison with the state coordinators. The Senior Programme Officer (P-5) supports the development and implementation of the decentralized mission approach in coordination with all relevant actors, leading the development of cross-cutting policy, providing guidance and oversight tools for field offices and liaising with the Mission Support Division to facilitate and coordinate the establishment of the county support bases. One Reporting Officer (P-3) and one Coordination Officer (international United Nations Volunteer) will assist the Senior Programme Officer in developing tools and guidelines, consolidating data and reporting on the implementation of integrated support to field offices and providing secretariat functions to the Integrated Field Offices Working Committee. One Administrative Assistant (Field Service) will provide administrative and operations support to the Office and the field and will organize quarterly conferences and periodic workshops both at UNMISS headquarters and in the field. The Office will be supported by one Office Assistant (national General Service).

Strategic Planning Unit

	International staff							
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*
Mission headquarters	—	—	2	1	—	**3**	1	1
Total proposed	**—**	**—**	**2**	**1**	**—**	**3**	**1**	**1**

[a] Includes National Officers and national General Service staff.

32. The Strategic Planning Unit coordinates the production, monitoring and adjustment of planning tools that translate the Security Council mandate and vision of the Special Representative into allocation of tasks and resources. In particular, it contributes to the importance of an integrated mission approach and to the definition and measurement of clear plans, targets and benchmarks to measure the overall progress and delivery of the Mission. Under the guidance of the Chief of Staff, the Unit's major functions include: (a) providing advice to the Special Representative on major strategic planning requirements and processes, including in respect of the Secretary-General's guidance on integration and the relevant requests of the Security Council; (b) coordinating the development and implementation of Mission-wide strategic planning tools for mandate implementation, including Mission benchmarks, the Mission concept, results-based budgeting and related tools,

ensuring coherence; (c) with the Office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), ensuring the establishment of integrated mechanisms and processes to foster a strategic partnership between the Mission and the United Nations country team and guiding the development of an integrated strategic framework, establishing results to be delivered jointly; (d) providing advice to the substantive components on the development of sector-specific plans and strategies, in line with the overall goals of the Mission; and (e) ensuring that internal monitoring and reporting mechanisms are in place to track progress on developments in the Mission area and provide regular advice to senior managers.

33. The Unit is headed by a Senior Planning Officer (P-5), who will manage the Unit, provide advice to senior managers on planning issues and ensure delivery of necessary integrated planning products and processes, in line with the integrated mission planning process and related guidance and best practices as well as in coordination with the Resident Coordinator's Office. The incumbent is supported by one Planning Officer (P-4), who is responsible for the development and maintenance of core mission planning tools, including the Mission concept and results-based budgeting for the substantive sections and the development of the integrated strategic framework, and one Planning Officer (P-3), who will design and manage Mission-wide monitoring tools and evaluation and act as the secretariat of the Integrated Senior Policy Group. Two Planning Officers (1 National Officer and 1 international United Nations Volunteer) will assist in training Mission staff in the use of relevant planning tools and provide support to the substantive units, as requested.

Best Practices Unit

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	1	2	—	3	1	—	4
Total proposed	—	—	**1**	**2**	—	**3**	**1**	—	**4**

[a] Includes National Officers and national General Service staff.

34. In its resolution 1996 (2011), the Security Council acknowledged the importance of UNMISS drawing on best practices, past experience and lessons learned from other missions. The Best Practices Unit will be responsible for liaising with United Nations Headquarters, other missions and relevant partners, sourcing and disseminating lessons learned and best practices and sharing within the Mission. The Unit will also capture and document lessons and best practices in UNMISS, share relevant information with Mission leadership and staff and maintain liaison with the Peacekeeping Best Practices Section at Headquarters. The Unit will be staffed by a Best Practices Officer (P-4) who will be responsible for the civilian component of the Mission, a Best Practices Officer (P-3) who will be responsible for the military component and a Best Practices Officer at the National Officer level. In addition, one Officer (P-3) will be assigned to the Office of the Director of Mission Support with the special assignment of supporting the efforts of UNMISS to maximize local procurement and the positive economic impact of the Mission.

Legal Affairs Unit

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Mission headquarters	—	—	3	2	1	**6**	5	3	**14**
Total proposed	—	—	**3**	**2**	**1**	**6**	**5**	**3**	**14**

[a] Includes National Officers and national General Service staff.

35. The Legal Affairs Unit will serve as the central and authoritative source of legal advice to the Mission on all matters concerning the interpretation of the Mission's mandate, including international law, the administration of justice, constitutional, electoral and human rights issues. The main tasks of the Unit will include: (a) formulating a new status-of-mission agreement and settling legally binding memorandums of understanding and other agreements with various entities to enable mission operations; (b) building awareness of United Nations privileges and immunities and the international status of the new Mission; and (c) cementing United Nations legal relations with government authorities at the central, state and county levels. It is anticipated that in the first years of the new country, legal interactions with government authorities at these levels will require particular support and attention for successful implementation of action and requests.

36. The Unit will be headed by a Senior Legal Adviser (P-5), who will provide overall strategy and management and act as the Principal Legal Adviser to the Special Representative of the Secretary-General on all legal matters related to the implementation of the Mission's mandate. Two Legal Officers (P-4) will deal with key legal issues across all the thematic subjects. With the assistance of two Legal Officers (P-3), they will also have geographic and cross-thematic responsibilities for the 10 states. Three Legal Affairs Officers (international United Nations Volunteers) will act as mobile teams supporting the state coordinators in addressing legal issues as needed. Four Liaison Officers (National Officers) and one Assistant (national General Service) will perform drafting and research activities and act as liaison officers vis-à-vis the competent authorities at the Ministry of Foreign Affairs, other ministries and offices at the federal, state and county levels. They will receive on-the-job training and mentoring with a view to building capacity for South Sudan. The team will be supported by one Administrative Assistant (Field Service), who will handle office management, record-keeping, travel and human resources issues.

Conduct and Discipline Team

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Mission headquarters	—	1	3	1	2	**7**	3	2	**12**
Total proposed	—	**1**	**3**	**1**	**2**	**7**	**3**	**2**	**12**

[a] Includes National Officers and national General Service staff.

37. The Conduct and Discipline Team administers overall policy in respect of the conduct and discipline of Mission personnel and specifically contributes to measures to ensure full compliance by UNMISS with the United Nations zero-tolerance policy on sexual exploitation and abuse. The Conduct and Discipline Team will be headed by a Chief (D-1), who acts as the Adviser to the Mission leadership on all conduct and discipline matters. Three Conduct and Discipline Officers (P-4) will manage and document individual cases; coordinate with focal points for conduct and discipline issues in UNMISS and with United Nations, Government and civil society partners; coach and mentor national staff; and provide training to UNMISS personnel. An Associate Reporting Officer (P-2) will manage the Misconduct Tracking System database; receive, record and update misconduct allegations; manage the conduct and discipline web page; and generate weekly reports to the Chief and the UNMISS leadership.

38. Two Conduct and Discipline Officers (one international United Nations Volunteer and one national United Nations Volunteer) will be responsible for outreach by developing and implementing public information and community outreach/sensitization campaigns, including on sexual exploitation and abuse, the victim assistance policy and the Code of Conduct for United Nations staff throughout the Mission's area of operation. Two Conduct and Discipline Officers (National Officers) will prepare and provide training material and assist in risk assessments and trend analysis for preventive measures. Two Administrative Assistants (Field Service) and one Office Assistant (national General Service) will support the work of the Unit.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	1	—	2	2	2	7	2	—	9
Total proposed	**1**	**—**	**2**	**2**	**2**	**7**	**2**	**—**	**9**

[a] Includes National Officers and national General Service staff.

39. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), at the Assistant Secretary-General level, works closely with the Special Representative to address matters directly associated with the areas under her/his pillar and to ensure an integrated approach to mandate implementation. The incumbent will provide policy advice to the Special Representative and will direct programmatic activities in the functional areas of disarmament, demobilization and reintegration, gender, HIV/AIDS, child protection, women's protection, mine action and recovery, stabilization and reintegration. Consistent with the Secretary-General's 2006 Note of Guidance on Integrated Missions, the incumbent will establish and facilitate effective approval and coordination mechanisms to ensure maximum coherence and prevent any adverse impact on humanitarian and development operations. The Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) will be responsible for donor coordination in the areas of recovery and development and

will maintain links with the Government, donors and other development partners for this purpose. The Deputy Special Representative (Resident Coordinator/ Humanitarian Coordinator) will also serve as the principal interface between the Mission, the United Nations country team and the humanitarian country team to lead coordination efforts for humanitarian, development and recovery activities. The incumbent will engage with NGOs in the above-mentioned areas and will be appointed as the deputy designated official for security in the Mission.

40. The front office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) will comprise two Special Assistants (1 P-4 and 1 P-3). They will support the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) in substantive aspects of his/her daily work. One additional Coordination Officer (P-4) will support the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) specifically in overseeing the fulfilment of the Mission's monitoring and reporting obligations related to the protection of children and women. One Coordination Officer (P-3) will coordinate donor-funded programmes and monitor the implementation of quick-impact projects. Two Administrative Assistants (Field Service) and one Office Assistant (national General Service) will support the administration and management of the Office. The Office will also have one Driver (national General Service).

Office of the Deputy Special Representative of the Secretary-General (Political)

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	1	—	1	1	2	**5**	2	—	7
Total proposed	**1**	**—**	**1**	**1**	**2**	**5**	**2**	**—**	**7**

[a] Includes National Officers and national General Service staff.

41. The Deputy Special Representative of the Secretary-General (Political), at the Assistant Secretary-General level, works closely with the Special Representative to address matters directly associated with the areas under his/her pillar and to ensure an integrated approach to mandate implementation. The incumbent will provide policy advice to the Special Representative and will direct programmatic activities in the functional areas of political affairs, civil affairs, support to rule-of-law and security institutions (including justice, corrections and security sector reform) and civilian police. The incumbent will act as the principal political adviser to the Special Representative and will represent the Special Representative as required in high-level negotiations, substantive aspects of the good offices mandate and interaction with the Governments of Member States in his/her areas of responsibility.

42. The front office of the Deputy Special Representative (Political) will comprise two Special Assistants (1 P-4 and 1 P-3), who will support the Deputy Special Representative in substantive aspects of daily work. The Office will be supported by two Administrative Assistants (Field Service) and one Office Assistant (national General Service) who will support administrative and other aspects of the day-to-day functioning of the Office and one Driver (national General Service).

Component 1: peace consolidation and extension of state authority

43. UNMISS will execute its mandate by providing good offices to the Government of South Sudan to facilitate a smooth political transition and strengthen governance and state authority at the national, state and county levels. This includes opening up channels for popular participation in political and economic decision-making. The Mission will provide advice and technical support to assist relevant processes, including the process of developing an inclusive, permanent constitution and the drafting and adoption of electoral laws and the design of electoral institutions, as well as the development of local media. The Mission will support the Government, particularly at the state and local levels, where capacity is weak and the risk of internal conflict is high, in fulfilling basic donor coordination requirements, including developing plans and targeting assistance to support recovery, reintegration and peacebuilding. The political and security aspects of peacebuilding will be catered for by the political and military/police elements of the Mission, while the social, economic and developmental aspect will be coordinated by the Recovery, Reintegration and Peacebuilding Section. The Mission will also provide support to ensure that South Sudan becomes a full member of the international community by joining the relevant international and regional bodies and adopting appropriate international treaties and conventions.

Expected accomplishments	*Indicators of achievement*
1.1 Smooth political transition, establishment of strong and transparent governance processes and extension of state authority throughout the country	1.1.1 Mechanisms established for regular consultations between elected state and appointed county authorities and their constituents
	1.1.2 Establishment of basic oversight mechanisms for identifying and addressing corruption and mismanagement
	1.1.3 Extension of Government authority at the state and county levels and community perceptions of governance improved

Outputs

- Establishment of political forums with South Sudan and major international partners, through monthly meetings with the diplomatic corps to provide political updates and to discuss and agree on common approaches
- Provision of advice to South Sudan on the accession to relevant international and regional bodies and the ratification of international treaties and related reporting obligations
- Preparation of regular reports and analysis on political dynamics within South Sudan and the broader region, based on engagement with a wide range of actors from South Sudan, political parties, security institutions, the diplomatic community, national and international NGOs and members of civil society
- Provision of advice to the establishment of basic oversight mechanisms to identify and address corruption and mismanagement, in cooperation with UNDP and other international partners
- Conduct of perception surveys at the national level and in selected states and counties among households, civil society groups and political parties to gauge perceptions of the political transition and security

- Facilitation of round-table discussions with political parties and civil society organizations that promote participation, transparency and public information, in partnership with UNDP, and facilitation and support for the establishment of well-defined partnerships through monthly consultative meetings with international financial institutions, donors and other partners in Juba
- Provision of advice to state authorities in support of United Nations country team programmes that address capacity gaps in South Sudan and that help to establish core governance functions, deliver basic services, manage natural resources, reduce youth employment and revitalize the economy in order to lay the foundation for sustainable development
- Support to South Sudan leadership for a peacebuilding plan for the first years of statehood, which includes formulation of national policies related to key issues of state-building and development, and establishing the conditions for development
- Support to the United Nations system-wide efforts to consolidate peace in accordance with the peacebuilding plan through monthly consultative meetings in all 10 states and in Juba with the United Nations country team
- Support for the elaboration, adoption and implementation of stabilization and reintegration, strategies, plans and programmes at the state and county levels in coordination with the United Nations country team
- Provision of on-the-job coaching by co-location with local authorities in all 10 state capitals and in two pilot county support bases to build the capacity of state authorities, in collaboration with UNDP and other international partners
- Support for local delivery of services through quick-impact projects, in coordination with ongoing programmes implemented by the United Nations country team
- Secretariat support to Governor-chaired partners forums in all 10 states to accelerate the process of laying the foundations for sustainable development

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened popular participation in political processes, including in the formulation of national policies	1.2.1 Increased involvement of key elements of the population (including women) in political processes, decision-making forums and in the formulation of national policies
	1.2.2 Agreement by political parties on an inclusive, participatory and broadly accepted process for the drafting of a permanent constitution
	1.2.3 The public has access to regular and relevant information about political parties and processes
	1.2.4 Electoral institutions and frameworks are in place and legislation enacted to encourage popular participation including the participation, of women in political processes

Outputs

- Support to the constitution-drafting process, through support to the National Constitution Review Committee, to be established by January 2012 and to complete its work within 12 months, comprising political parties, parliamentarians and civil society representatives

- Provision of technical and political advice and training and facilitation of consultations with civil society and support for round-table discussions with political parties and civil society organizations that promote political participation, transparency and public information
- Conduct of an integrated assessment of required electoral support, in support of South Sudan and the provision of support to the drafting and adoption of electoral laws and the design of electoral institutions, in collaboration with UNDP and other international partners
- Organization of weekly meetings with political parties to promote greater participation in political processes and to understand better the environment in which they are operating and also provide advice to South Sudan to ensure continued engagement in the transition process by political parties
- Operation of Radio Miraya to broadcast daily news and current affairs programmes across South Sudan and to raise awareness of the importance of political participation and human rights, including women's empowerment; and conduct of public information outreach programmes and internship and training programmes for state and community radio journalists and technicians
- Formulation of a five-year plan for the transition of Radio Miraya to an independent broadcaster, including a financially sustainable transmission network and training plan to strengthen the capacity of national staff in the areas of management and editorial leadership
- Provision of advice to the relevant state institutions and civil society organizations to promote the active participation of women in conflict prevention, mitigation and peace negotiations and the facilitation of regular discussion forums using Security Council resolution 1325 (2000) among South Sudan civil society organizations, political parties and women's organizations to advance women's political empowerment at the national, state and county levels

Component 1: peace consolidation and extension of state authority

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Division	—	1	6	6	1	**14**	4	—	**18**
Communications and Public Information Division	—	1	6	5	9	**21**	72	16	**109**
Recovery, Reintegration and Peacebuilding Section[b]	—	1	11	19	1	**32**	37	20	**89**
Total proposed	**—**	**3**	**23**	**30**	**11**	**67**	**113**	**36**	**216**

[a] Includes National Officers and national General Service staff.
[b] Includes positions funded under general temporary assistance.

Political Affairs Division

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	1	6	6	1	**14**	4	—	**18**
Total proposed	**—**	**1**	**6**	**6**	**1**	**14**	**4**	**—**	**18**

[a] Includes National Officers and national General Service staff.

44. The Political Affairs Division will support the Special Representative in implementing all aspects of the Mission's political and good offices mandate. Within delegated authority, the Division will guide the Mission's engagement with relevant political actors at the national level in order to facilitate peace consolidation and provide advice and support to the Government on: (a) issues related to the new country's political transition, governance and the strengthening of state authority, including the formulation of national policies; (b) conduct of national processes to foster political participation and inclusion, including advice on the constitution and elections processes, and ensuring the participation of women; (c) peaceful resolution of conflict at the national level, including through good offices and facilitation, for example, in respect of the political accommodation of rebel militia groups.

45. The Division will also support the role of the Special Representative in leading the development of common political positions among the international community, to ensure a coherent international approach to a stable peace in South Sudan. In this regard, the Division will support political aspects of inter-mission information-sharing and cooperation, including with the Special Envoy for the Sudan and South Sudan, and the ongoing regional approach to LRA. The Division will also be responsible for interacting with representatives of neighbouring countries, as required in pursuit of the Mission's mandate.

46. The Chief of Political Affairs (D-1) will oversee the work of the Division and will establish and maintain engagement with a wide range of senior actors from the Government, political parties, the security establishment, the diplomatic community and civil society. The incumbent will ensure continuous, high-quality analysis and reporting to Mission leadership on political, electoral and economic issues in South Sudan and, as relevant, the wider region. The Chief will provide policy advice in support of the good offices of the Special Representative and Deputy Special Representative (Political) and, when required, directly support political negotiations and high-level meetings. The incumbent will oversee all political reporting of the Mission to Headquarters and coordinate the drafting of regular reports, including the report of the Secretary-General.

47. Two Senior Political Affairs Officers (P-5) will assist the Chief in discharging his/her functions. One of the Senior Political Affairs Officers will lead a team responsible for issues relating to: the presidency and senior Government leadership; the National Assembly; political parties; democratic transition; the constitution-drafting process; electoral law and electoral bodies; and the participation of women in decision-making. The Senior Political Affairs Officers will work closely with a Senior Electoral Adviser (P-5), who will provide specialized advice on electoral issues and liaise with Government interlocutors in respect of the design of the electoral process. The second Senior Political Affairs Officer (P-5) will lead a team responsible for issues relating to: Government negotiations with rebel militia groups; political issues relating to armed forces and security institutions; macroeconomic affairs; political aspects of anti-corruption, accountability and transparency; and regional and international issues, including South Sudan's diplomatic relations, relations with the Sudan, membership of international organizations and the ratification and implementation of treaties.

48. The Senior Political and Electoral Affairs Officers will be responsible for establishing and maintaining high-level contacts with senior officials in the new Government in their respective areas, representing the Mission in relevant

consultations and ensuring timely and high-quality analysis and reporting to Mission leadership, the Secretary-General and the Security Council. They will be supported by five Political Affairs Officers (2 P-4 and 3 P-3), one Electoral Affairs Officer (P-4), one Reporting Officer (P-3), two Associate Political Affairs/Reporting Officers (P-2), two Political Affairs Officers (National Officers), one Administrative Assistant (Field Service) and two Office Assistants (national General Service).

49. It will be critical for the Division to access information and analysis from the field, including from state governors and county commissioners, who are important political actors with significance at the national level. This will be achieved through close liaison with Civil Affairs Division and the state coordinators.

Communications and Public Information Division

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	1	6	4	9	**20**	44	7	**71**
Field offices	—	—	—	1	—	**1**	28	9	**38**
Total proposed	—	**1**	**6**	**5**	**9**	**21**	**72**	**16**	**109**

[a] Includes National Officers and national General Service staff.

50. The Communications and Public Information Division supports the implementation of the Mission's mandate by: (a) acting as a centre for strategic communications between the Mission and the population of South Sudan, ensuring public understanding of the Mission's role and shaping its public image locally, regionally and internationally; (b) supporting the dissemination of accurate information to the population of the new country, with a view to mitigating conflict, promoting protection of civilians, and contributing to promoting a democratic political culture; and (c) assisting the development of an independent media through the engagement of relevant Government and media partners and by offering training and internship opportunities. To this end, the Mission will develop and implement a strategic communications plan and undertake specific information campaigns reflecting the overall strategy and priorities of the Mission. It will continue to operate the successful Mission radio station inherited from UNMIS, Miraya FM, while developing a plan for eventual handover of Miraya as the basis for an independent national radio for South Sudan. This will include strengthening national capacity to enable such a handover.

Mission headquarters

51. The Mission headquarters presence will consist of the Office of the Chief, the Media Relations Unit, the Print and Web Unit, the Video Unit, the Outreach Unit and the Radio Unit. The overall activities of the Division will be led by a Chief Public Information Officer (D-1), who is responsible for formulating and overseeing the Mission's communications and public information strategy and advising senior staff on issues related to public information. The Chief will be supported by one Public Information Officer (P-4) who will coordinate the public information activities of state-level offices. In support of the Chief, one Administrative Officer

(Field Service) and two Administrative Assistants (Field Service) will oversee administrative, budget, procurement and finance matters related to the Division's work, handle requisitions and recruitment and act as focal points for audit, results-based budgeting, archiving and assets management. One Public Information Assistant (national General Service) will act as a focal point for administrative support to the states. Three Public Information Assistants (national General Service) will handle scheduling and travel, monitor attendance and the expenditures of the Division and do translations.

52. The Media Relations Unit will develop and implement a strategic and proactive communications plan to explain the mandate and work of UNMISS to the media. The Unit will be headed by the Spokesperson (P-5) and supported by a Public Information Officer (P-4). In addition, two Media Monitors (National Officers) will monitor relevant stories in national and international press and provide daily summaries. The Unit has a secondary reporting line to the Special Representative.

53. The Print and Web Unit will coordinate production, graphic design and printing of public information materials for the Mission and will maintain the Mission's website. The Unit will be headed by a Public Information Officer (P-3) and supported by a Webmaster (Field Service), one Photographer (Field Service), two Public Information Assistants (national General Service) and one Public Information Officer (international United Nations Volunteer).

54. The Video Unit will source, film and edit news stories, features, public service announcements and documentaries in support of mandate implementation and arrange dissemination on local, regional and, occasionally, international television. The Unit will comprise one Video Producer (P-3), two Camera Operators/Video Editors (Field Service) and one Public Information Assistant (national General Service).

55. The Outreach Unit will support the substantive components of the Mission in designing and implementing activities for public outreach and advocacy with the population of South Sudan. The Unit will be headed by a Public Information Officer (P-3) and supported by a Public Information Officer (international United Nations Volunteer) and two Public Information Assistants (national General Service).

56. The Radio Unit will oversee the editorial and logistical operations of Radio Miraya, including its main station in Juba, four regional bureaux and a network of correspondents. The Unit will be headed by a Chief of Radio (P-5), who will implement the vision for radio programming and expansion; coordinate with contractor/partner Foundation Hirondelle on areas of co-management; coordinate substantive and resource inputs from UNMISS into radio coverage; and oversee human resources, training and logistical support for Miraya. Two Radio Producers (1 P-4 and 1 P-3) will oversee the day-to-day editorial assignments and ensure the quality of output and coordinate with Mission units and United Nations system agencies on co-production. The Radio Producers will also train, coach and manage Miraya journalists and manage coverage and broadcasts for special events. One Broadcast Technology Officer (P-4) will oversee the technical aspects of the operation ensuring operations and expansion of transmitters, signal and sound quality. The Broadcast Technology Officer will be supported by two Broadcast Technology Technicians (Field Service).

57. With a view to building national capacity and preparing for the eventual handover of the station, the generation of day-to-day content for Radio Miraya will

be the responsibility of 33 Public Information Assistants (national General Service). These staff will undertake a range of tasks, from seeking out stories, generating and checking material, making presentations and performing other technical tasks to ensure the smooth operation of radio programmes. They will be supported by five Public Information Officers (international United Nations Volunteers), who will assist in training and mentoring national journalists with a view to supporting and promoting independent and professional standards.

Field offices

58. Public information activities at the state level will be supported through a core team of two Public Information Assistants (national General Service) and one Public Information Officer (international United Nations Volunteer) in each of the nine state offices outside Juba (Malakal, Torit, Bor, Wau, Aweil, Yambio, Bentiu, Rumbek and Kwajok). In addition, this capacity will be enhanced by one additional Public Information Assistant (national General Service) each in Aweil, Rumbek and Kwajok and three additional Public Information Assistants (national General Service) each in Malakal and Wau. They will perform a variety of functions such as outreach, media relations, Web writing and reporting for Radio Miraya. Given the political sensitivity and the attention of national authorities and international stakeholders in the three States (Upper Nile, Jonglei and Unity), one Public Information Officer (P-3) will be assigned to Malakal to coordinate the public information and outreach activities of the three States.

Recovery, Reintegration and Peacebuilding Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters[b]	—	1	2	3	1	**7**	6	1	**14**
Field offices[b]	—	—	9	16	—	**25**	31	19	**75**
Total proposed	**—**	**1**	**11**	**19**	**1**	**32**	**37**	**20**	**89**

[a] Includes National Officers and national General Service staff.

[b] Includes 19 positions funded under general temporary assistance (1 P-4 and 18 P-3).

59. The Recovery, Reintegration and Peacebuilding Section will support governance and the extension of state authority in South Sudan by assisting the Government at the national, state and county levels to target recovery, stabilization and longer-term reintegration assistance effectively. With the return to South Sudan of more than 350,000 people from the North since the referendum and with up to 1 million additional returnees expected during the first years of statehood, the challenge of facilitating effective recovery and reintegration is a massive and immediate one and is one of the most urgent priorities for both national and state governments. Already the Recovery, Reintegration and Peacebuilding Section, under its previous configuration in UNMIS, has supported each of the 10 state governments to prepare state reintegration plans for returnees as well as state stabilization plans for areas most affected by conflict. Implementation of these plans is now under way. The Section will work closely with the disarmament, demobilization and reintegration team at the state level, under the reintegration cluster.

60. Reporting to the Deputy Special Representative (Resident Coordinator/ Humanitarian Coordinator), the Section will ensure effective coordination with the United Nations country team, support close liaison with national and international partners and promote coherence of effort and effective targeting and management of priority programmes required for peace consolidation and for the establishment of conditions for longer-term economic development. To this end, the Section will assist the Government in designing, managing and monitoring recovery, stabilization and reintegration initiatives on the basis of state plans required for peace consolidation in areas prone to conflict and/or those most affected by internally displaced persons, refugees and returnees from the North and demobilized combatants. In particular, it will assist the Government in developing interventions to address extreme social and economic pressures associated with the return of hundreds of thousands of southerners from the North and will coordinate closely with the reintegration component of disarmament, demobilization and reintegration to ensure that reintegration packages for ex-combatants and returnees are consistent. It will also facilitate a coordinated approach to longer-term reintegration at the state level, recognizing different caseloads and the need for an approach that avoids fuelling further conflict. Over time, it will build the capacity of the Government at all levels to manage and coordinate partners.

61. The Recovery, Reintegration and Peacebuilding Section supports the Special Representative in discharging her responsibilities by facilitating coordination between the Mission, the United Nations humanitarian country team, the United Nations country team and bilateral and multilateral partners at the state and county levels on all recovery and development issues. At the state level, the senior Recovery, Reintegration and Peacebuilding Officer will ensure coordination of development and peacebuilding activities, including through chairing the state-level United Nations country team and will act as secretariat to the State Partners Forum. The senior Recovery, Reintegration and Peacebuilding Officer will also act as deputy to the State Coordinator. At the county level, the Section will support the Mission's efforts to leverage UNMISS county support bases as platforms for fostering longer-term peacebuilding, state-building and economic development at the local level. Recovery, reintegration and peacebuilding representatives will act as the substantive lead in the county support bases on behalf of the State Coordinator, liaising with all development actors and humanitarian agencies in the field.

Mission headquarters

62. The Section will be led by a Chief, Recovery, Reintegration and Peacebuilding (D-1), who will develop policies and lead the Section. A Deputy Chief (P-5) will help authorities and partners to develop and guide implementation of peacebuilding and recovery activities at the state and county level. They will be supported by a Planning Officer (P-3), who will work closely through coordination mechanisms to ensure unity of action with the United Nations country team and other partners, and one Reporting Officer (international United Nations Volunteer), who will manage reporting and information within the Mission and with counterparts and partners. An Administrative Assistant (Field Service) and Office Manager (National Officer) will help to administer and manage the office and field operations in cooperation with two Office Assistants (national General Service).

63. With a view to strengthening national capacity, the team will also include three Reintegration/Programme Officers (National Officers), who will develop specific

initiatives on recovery, reintegration and peacebuilding. These three National Officers will initially be supported by three Programme Officers, who will be tasked with developing the skills of the national staff. A Programme Officer (P-4) will head the Field Support Team, manage the field teams in the states and develop the skills of national staff in supporting reintegration and peacebuilding programmes. Two Programme Officers (P-3) will work with state-based staff to develop specific initiatives for recovery and peacebuilding and provide support to the state teams. As the functions of the Section will be nationalized and phased out over two years, the above-mentioned three international staff are requested as positions funded through general temporary assistance.

Field offices

64. In order to accelerate the conditions for rapid recovery, state-building and development, recovery, reintegration and peacebuilding state teams will be present in all 10 states and have joint work programmes with disarmament, demobilization and reintegration. In Jonglei, Unity and Upper Nile, which require large-scale stabilization and return programmes and are subject to complex conflict dynamics, the team leader will be a Senior Recovery Officer (P-5). In Warrab, Lakes, Northern Bahr el Ghazal, Western Bahr el Ghazal, Eastern Equatoria and Western Equatoria, the team leader will be a Recovery Officer (P-4). In Central Equatoria, the first fully nationalized team, the team leader will be a Programme Officer (National Officer). In each case the team leader will coordinate, develop and implement recovery and peacebuilding activities in close cooperation with state authorities and the United Nations country team and will also manage the recovery, reintegration and peacebuilding state team.

65. In each of the 10 states a Programme Officer (National Officer) for recovery, a Programme Officer (National Officer) for peacebuilding and a Programme Assistant (national General Service) for reintegration will provide support and national perspectives in these areas. Also in each of the 10 states, one Programme Officer (P-3) will work closely with partners to develop and implement recovery, reintegration and peacebuilding initiatives to respond to the specific conflict dynamics in the state. In addition, in six States (Jonglei, Upper Nile, Unity, Warrab, Western Equatoria and Northern Bahr el Ghazal) where a large number of returnees is expected, one Recovery, Return and Reintegration Officer (P-3) will work with partners to provide support for the large-scale returns to the state and ensure that communities are able to absorb new arrivals without worsening the humanitarian situation or causing increased insecurity and instability. As the functions of the Section will be nationalized and phased out over two years, the above-mentioned 16 international Officers (P-3) are requested as general temporary assistance. In order to ensure a fully integrated approach with the United Nations country team and other partners to recovery, peacebuilding, state-building and development, one Recovery, Reintegration and Peacebuilding Officer (international United Nations Volunteer) will be deployed to each of the 19 county support bases. The Recovery, Reintegration and Peacebuilding Officer will provide outreach to other international partners in the county to enable the mission, through the county support bases, to serve as a hub for recovery, peacebuilding and development at the county level.

Component 2: conflict mitigation and protection of civilians

66. The Mission will adopt a preventive approach to the protection of civilians, working closely with South Sudanese authorities, including military and police, at all levels to build awareness of their responsibility to protect civilians. Through integrated information management, conflict mapping and a robust early warning system, the Mission will aim to identify and defuse local threats before they escalate, including through the integrated deployments of military, police and civilian personnel. Concentrating its efforts in the areas of most concern, particularly the Northern border and Greater Upper Nile area, UNMISS will support local conflict-resolution efforts and peace processes, for example, related to the accommodation of rebel militia groups, verification processes, facilitating logistical arrangements and arrangements for seasonal migration in conflict-prone areas. It will also work with UNDP to expand the scale and scope of United Nations efforts to enable community security and arms control. Protection advisers will assist in ensuring that awareness of protection of civilian issues are mainstreamed throughout the Mission and lead the development of the Mission's policy on the protection of civilians. While working in close partnership with the South Sudanese armed forces and police, UNMISS will hold them accountable to international standards. In situations where the Government does not act, UNMISS will, within its capabilities, protect civilians under imminent threat of physical violence. The Mission will also provide security for United Nations and humanitarian personnel, installations and equipment necessary for the implementation of mandated tasks, bearing in mind the importance of Mission mobility and contributing to the creation of security conditions conducive to safe, timely and unimpeded humanitarian assistance.

Expected accomplishments	*Indicators of achievement*
2.1 Peaceful resolution of intercommunal conflicts, including those involving rebel militia groups	2.1.1 Decrease in the number of civilians unde imminent threat of physical violence in commu with high incidence of communal violence
	2.1.2 Civilian authorities are able to respond t community disputes before they escalate
	2.1.3 Legal, political and community conflicts increasingly resolved through formal and traditi justice mechanisms

Outputs

- Establishment of an early warning system as a mechanism for monitoring and reporting on emerging conflicts and protection of civilians and collection of information at the local level
- Provision of advice to partners on methods for resolving intercommunal conflict, particularly those to land and resource issues including through the mapping of conflict fault lines; provision of advice local authorities on steps to mitigate the identified threats to community stability and welfare in oil-producing areas and the negative impact of border demarcation on affected communities and the fac of community engagement
- Provision of advice to Government and community leaders on steps to mitigate threats to the securit women and girls and facilitate community engagement

- Support for the elaboration and implementation of a Jonglei State reconciliation programme that can be replicated in other states with large-scale intercommunal violence and support efforts to integrate rebel militia groups and promote reconciliation through regular meetings between South Sudan officials and communities affected by rebel militia group activities and/or the Sudan People's Liberation Army (SPLA) retaliation, as needed
- Promotion of and support for societal reconciliation in areas affected by intercommunal violence or historical SPLA abuses, through support to religious leaders, traditional institutions and local civil society
- Support for intercommunal dialogue through the organization of weekly forums at the state and county levels and in areas affected by internal and cross-border migration including pre-season migration agreements and on reconciliation and confidence-building in violence-prone areas in partnership with UNDP
- Facilitation of monthly coordination meetings and support for the establishment of an information-sharing mechanism between UNMISS, UNAMID, MONUSCO and regional and international partners to address LRA threats

Expected accomplishments	*Indicators of achievement*
2.2 Improved protection of civilians under imminent threat of physical violence in high-risk areas	2.2.1 Reduction in the number of civilian casualties in areas of armed conflict
	2.2.2 Zero incidents of aggression against United Nations and designated personnel, equipment and installations
	2.2.3 Increased access for humanitarian actors and reduction in the number of incidents in which Government security forces hinders humanitarian access

Outputs

- Development, implementation and regular review of the Mission strategy for the protection of civilians
- Establishment of mechanisms within local communities to improve communications with communities at risk of armed attacks and development and distribution of guidance to military and police units to improve the protection of civilians from threats of physical violence in areas of armed conflict
- 65,700 mobile troop patrol-days in order to protect United Nations and other designated personnel and property through the Mission area, contribute to the Mission protection of civilians strategy and deter violence (15 troops/patrol, 1 patrol/company, 12 companies for 365 days)
- 15,600 mobile troop patrol-days and tactical deployment for four company-sized Force reserves from the Force Reserve Battalion to conduct Mission rehearsal/reserve deployment exercises to contribute to the deterrence of violence in the Mission area and contribute to the Mission protection of civilians strategy (1 x 10-day company-sized (130 personnel) deployment per month x 12 months)
- 1,440 hours of air patrols in support of reconnaissance and assessments of the security environment, in support of the Mission protection of civilians strategy, or to provide protection of United Nations and other designated personnel and property throughout the Mission area (120 hours per month)

- 7,200 boat patrol-days for patrolling, reconnaissance and assessment of the security environment or in support of the Mission protection of civilians strategy, or to provide protection of United Nations and other designated personnel and property throughout the Mission area (6 troops/2 boats for 50 boat patrols per month for 12 months)
- Military liaison officers conduct 2,080 troop-days in mobile patrols operating in integrated teams at the state level (2 x military liaison officer/state conduct 2 days of patrolling/week for 52 weeks and at 10 states) and 3,952 mobile troop patrol days operating in integrated teams at the county level (2 x military liaison officer/county support base conduct 2 days of patrolling/week for 52 weeks at 19 county support bases)
- 142,350 static troop-days for security to battalion headquarters, state offices and company operating bases (platoon-size Force Protect to 13 x battalion headquarters/state office and company bases for 365 days)
- 32,850 static troop-days for security at county support bases at level-III threat and above. (Provide platoon-size static security force for 3 x county support bases at level-III/IV threat that are not already co-located with military forces for a period of 12 months)

Expected accomplishments	*Indicators of achievement*
2.3 Strengthened capacity of South Sudan to protect women and children affected by armed conflict, violence, abuse and exploitation and to prevent and respond to conflict-related sexual violence/sexual and gender-based violence	2.3.1 Release and reintegration of all children under the control of SPLA 2.3.2 Reduction in the number of violations against civilians, especially women and children, including abduction and sexual violence 2.3.3 Increased national capacity to protect civilians, in particular women and children, against conflict-related sexual violence

Outputs

- Secretariat support to the Country Monitoring and Reporting Task Force, including submission of reports to the Working Group of the Security Council on Children and Armed Conflict and to the Security Council
- Support for the cessation of recruitment and use of child soldiers through the provision of advice to parties to the conflict on the development of separate action plans mandated in Security Council resolutions 1539 (2004), 1612 (2005), 1882 (2009) and 1998 (2011), support for the full implementation of the SPLA Action Plan on recruitment and use of child soldiers, support to the SPLA Child Protection Unit and the Ministry of Gender, Child and Social Welfare, together with the United Nations Children's Fund (UNICEF), through co-location in relevant institutions and weekly meetings with government counterparts and stakeholders
- Advocacy with government counterparts on the rights and best interests of the child through regular 12 meetings of the Child Protection Working Group and the Child Protection sub-cluster and development of a plan for mainstreaming child protection issues in the work of the Mission in the justice and security sectors, in coordination with UNICEF and other relevant child protection partners
- Advisory support to ministry officials on family tracing, reunification services for children separated from their families and psychosocial care and reintegration services in close collaboration with UNICEF
- Advisory services in six states on diversion schemes for children who come into contact with the law to reduce the number of children in pre- and post-detention, in close collaboration with UNICEF (50 per cent of children arrested are diverted from detention and police custody into diversion programmes)

- Development of the database on children associated with armed forces or armed groups within the South Sudan Disarmament, Demobilization and Reintegration Commission to monitor the status of children released from armed forces and armed groups, together with UNICEF
- Negotiation of commitments with the armed forces and groups in efforts to prevent and end conflict-related sexual violence
- Provision of advice to South Sudan Police Service in partnership with the Protection Cluster on gender-sensitive policing and response to survivors of non-conflicted related gender-based violence at the national and state levels
- Development of a database for monitoring and reporting incidents of conflict-related sexual violence to influence policy, advocacy, planning, resource mobilization and decision-making of the Government of South Sudan and other protection and child protection actors and monitor weekly reports received from the 10 states on any violations committed with regard to incidents of conflict-related sexual violence and grave violations against children
- Support to Government and civil society to address conflict-related sexual violence/sexual and gender-based violence and develop an advocacy and sensitization strategy on conflict-related sexual violence/sexual and gender-based violence and deploy women protection advisers in accordance with Security Council resolutions 1888 (2009), 1889 (2009) and 1960 (2010)

Component 2: conflict mitigation and protection of civilians

Category	***Total***
Military observers	**166**
Military contingents	**6 754**
Government-provided personnel	**81**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
State Coordinator's Office	—	3	10	10	10	**33**	23	13	**69**
Joint Operations Centre	—	—	2	7	1	**10**	—	4	**14**
Joint Mission Analysis Centre	—	—	2	6	—	**8**	3	1	**12**
Civil Affairs Division	—	1	12	16	1	**30**	33	77	**140**
Office of the Force Commander	—	2	—	—	2	**4**	2	—	**6**
Total proposed	**—**	**6**	**26**	**39**	**14**	**85**	**61**	**95**	**241**

[a] Includes National Officers and national General Service staff.

State Coordinator's Office

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Field offices	—	3	10	10	10	**33**	23	13	**69**
Total proposed	**—**	**3**	**10**	**10**	**10**	**33**	**23**	**13**	**69**

[a] Includes National Officers and national General Service staff.

67. Consistent with its mandate to support the extension of state authority and conflict management at the national, state and county levels, UNMISS will be a decentralized mission with the majority of staff deployed at the level of the 10 state capitals and/or county support bases. The Mission's field presence in each state, including the state offices and county support bases, will be overseen by a State Coordinator at the D-1 or P-5 level, who will be responsible for overseeing mandate implementation at the state and county level. State coordinators will be the senior representatives of the United Nations at the state level. They will exercise the good offices of the Special Representative in their respective states and ensure effective monitoring and early warning of conflict risks and threats to the protection of civilians. State coordinators will have a high degree of authority to manage day-to-day operations and coordinate the different functions of the Mission. They will maintain close coordination with the United Nations country team. Military and logistical assets will be coordinated at the state level. There will be clear mechanisms for requesting and tasking of assets that are available only centrally. Their role of coordination and oversight will be exercised with full respect for the sovereignty of the Government of South Sudan and nationally owned plans and programmes. They will monitor delivery by the three multifunctional thematic groups (referred to as "clusters", which are distinct from the humanitarian clusters): political, reintegration and protective environment. Workplans of the clusters are derived from the goals defined by the UNMISS substantive units at headquarters, and the clusters will liaise with substantive units to ensure that state- and local-level priorities and concerns are appropriately reflected in the Mission's national-level plans. The political cluster will comprise the State Coordinator's Office (which includes the State Operations Centre), civil affairs and security sector reform. The reintegration cluster will comprise reintegration, recovery and peacebuilding and disarmament, demobilization and reintegration. The protective environment cluster comprises human rights, justice, women's protection and child protection. The post justifications for the staffing of the three clusters derived from other sections/units of UNMISS are included under the relevant section. Owing to the particular complexity and intensity of conflict issues in the greater Upper Nile region, the Mission's presence will be greatest in the States of Upper Nile (Malakal), Unity (Bentiu) and Jonglei (Bor). State coordinators in these three States will be appointed at the D-1 level. Those in Western Equatoria (Yambio), Central Equatoria (Juba), Eastern Equatoria (Torit), Western Bahr el Ghazal (Wau), Northern Bahr el Ghazal (Aweil), Warrab (Kwajok) and Lakes (Rumbek) States will be appointed at the P-5 level.

68. Given the particular threats to the protection of civilians anticipated in Jonglei, Upper Nile and Unity States, the state coordinators in these three States only will

each be supported by a Protection Officer (P-4), who will oversee the protective environment cluster and ensure the dissemination of policy and good practice on the protection of civilians at the field level, ensuring coherence with Mission headquarters. The Protection Officer will also provide technical advice on protection of civilian issues to the State Coordinator, including on coordination with humanitarian partners and contribute to designing, updating and delivering protection of civilians training for relevant Mission components, with particular attention to military and police where frequent rotation necessitates regular training.

69. Each State Coordinator will be supported by a State Operations Centre, under the political cluster, providing basic capacity for round-the-clock situational awareness and integrated analysis at the state level. One Reporting Officer/Information Analyst (P-3) will manage the Centre, establish a round-the-clock on-call roster and ensure the timely dissemination of special incident reports and alerts. The Reporting Officer/Information Analyst will also gather, validate, collate and disseminate integrated reporting and analysis and provide a platform for crisis management procedures at the state level. The incumbent will be assisted by two Information Analysts (international United Nations Volunteers) in the case of Unity, Jonglei and Upper Nile States; and by one Information Analyst (international United Nations Volunteer) in the seven other States. The centres will have a secondary reporting line to the Joint Operations Centre and Joint Mission Analysis Centre at Mission headquarters and will contribute as needed to Mission-wide operational awareness and analysis.

70. The state coordinators will also be supported by one Political Affairs Officer (National Officer), who will be responsible for supporting the State Coordinator in his/her good offices mandate, maintaining contact with state and county elected officials and representatives of political parties and reporting on relevant political dynamics. In addition, the state coordinators will be supported in their day-to-day activities by one Administrative Assistant (Field Service) and one Office Assistant (national General Service). In Jonglei, Upper Nile and Unity States, their functions will also be supported by one additional Administrative Officer (National Officer).

Joint Operations Centre

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	2	7	1	**10**	—	4	**14**
Total proposed	**—**	**—**	**2**	**7**	**1**	**10**	**—**	**4**	**14**

[a] Includes National Officers and national General Service staff.

71. The Joint Operations Centre is the Mission's information hub. It provides round-the-clock monitoring of operational activities and events in the region for situational awareness; validates information and rapidly disseminates alerts and information of immediate operational interest; and collates and disseminates integrated reporting. It also provides a round-the-clock communications link between the Head of Mission, senior Mission management and state headquarters, United Nations agencies, funds and programmes, United Nations Headquarters and

others, as required. The Centre acts as the crisis management centre for the Head of Mission and other members of the Crisis Management Team.

72. The Centre is led by a Senior Operations Officer, Chief, Joint Operations Centre (P-5), who is responsible for overall management of the Centre, briefing Mission leadership and coordinating operational tasking. The Chief is supported by an Operations Officer, Deputy Chief, Joint Operations Centre (P-4), who assists with the day-to-day management of the Centre and liaises with mission components, state offices, and United Nations Headquarters. The Deputy Chief, Joint Operations Centre will be responsible for ensuring the processing and timely dissemination of alerts and integrated operational reports and the organization and management of first-response to crisis and sustained crisis support for Mission leadership. The four Operations/Watch Officers (2 P-2 and 2 international United Nations Volunteers) will ensure round-the-clock monitoring of Mission activities and events in the region on a rotational basis. The Operations/Watch Officers will gather, collate and validate information and reports as well as disseminate alerts and information of immediate operational interest. Five Operations Officers/Reporting Officers (3 P-3 and 2 international United Nations Volunteers) will receive, verify, classify and maintain relevant information and draft integrated situation and special incident reports for approval by the Head of Mission. Two Operations Officers/Crisis Management Support Officers (1 P-3 and 1 P-2) will be responsible for equipping and maintaining a Mission crisis-response venue and providing the necessary direct support to the Mission's crisis response team. They will also support the Watch Officers in the weekly duty roster. The Joint Operations Centre will also be supported by an Information Systems Officer (Field Service) who will manage the Centre's information database, support the information management needs of the Centre and act as the focal point for geographic information systems and information technology.

Joint Mission Analysis Centre

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	2	6	—	**8**	3	1	**12**
Total proposed	—	—	**2**	**6**	—	**8**	**3**	**1**	**12**

[a] Includes National Officers and national General Service staff.

73. The Joint Mission Analysis Centre generates integrated analytical products to support decision-making and enhance operational, strategic and contingency planning. It provides reliable analysis based on integrated all-source material and develops assessments of cross-cutting issues and threats that may affect the implementation of the Mission's mandate. The Centre will be headed by a Chief, Joint Mission Analysis Centre (P-5), who will be responsible for managing and overseeing the work of the Centre and engaging with senior mission leaders and other high-level actors and officials, to provide advice and assist in prioritizing their information and assessment needs.

74. The Chief, Joint Mission Analysis Centre will be supported by an Information Analyst/Deputy Chief, Joint Mission Analysis Centre (P-4), who will assist with the day-to-day management of the Centre; liaise with Mission components, state offices and other actors; and exercise editorial control over all the Centre's analytical products. Three Information Analysts/Team Leaders (P-3) will liaise and coordinate with the relevant interlocutors to undertake analysis and provide integrated assessments. They will be supported by five Information Analysts (1 P-2, 3 National Officers and 1 international United Nations Volunteer). One Administrative Officer (P-2) will ensure the security of confidential documents and effective dissemination of Joint Mission Analysis Centre products and support administrative and travel requirements. The Centre will also be supported by an Information Systems Officer (P-2), who will manage the Centre's information database, support internal information management and act as a focal point for geographical information systems.

Office of the Force Commander

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	2	—	—	2	**4**	2	—	**6**
Total proposed	**—**	**2**	**—**	**—**	**2**	**4**	**2**	**—**	**6**

[a] Includes National Officers and national General Service staff.

75. By its resolution 1996 (2011), the Security Council decided that UNMISS would consist of up to 7,000 military personnel, including military liaison officers and staff officers. The military component is headed by a Force Commander (D-2) reporting directly to the Special Representative. The Force Commander will oversee the operations of the military component of UNMISS in line with the mandate and the military concept of operations. In particular, in support of the good offices of the Special Representative, the Force Commander will ensure high-level liaison with SPLA and will command deployed UNMISS forces in support of overall peace consolidation, as indicated in the mandate. The Force Commander will be assisted by a Deputy Force Commander (D-1). The Office will be further supported by two Administrative Assistants (Field Service) and two Office Assistants/Drivers (national General Service), in addition to seconded personnel.

Civil Affairs Division

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	1	2	3	1	**7**	2	2	**11**
Field offices	—	—	10	13	—	**23**	31	75	**129**
Total proposed	**—**	**1**	**12**	**16**	**1**	**30**	**33**	**77**	**140**

[a] Includes National Officers and national General Service staff.

76. While the Political Affairs Division supports the central good offices and political mandate of the Special Representative at Mission headquarters, the Civil Affairs Division is the lead in supporting the Mission's political and good offices functions at the state and county level. It forms the backbone of the Mission's effort to support the Government of South Sudan in addressing local political tensions and conflict risks in the post-independence period, during which the new country is expected to face significant challenges arising from the competition for power and resources, the reintegration of returnees and former combatants and the ability of the state to protect civilians. Civil Affairs Officers work in close coordination with political affairs and the Mission's political leadership, as well as in partnership with and support of the relevant stabilization and capacity-building activities of United Nations agencies, funds and programmes, in particular UNDP.

77. The Civil Affairs Division will: (a) support participatory processes related to political transition and extension of authority at the state and local levels, including enabling consultations on the draft constitution, promoting political dialogue, liaising with local political parties and supporting the political and fiscal accountability of local authorities to citizens; (b) support the Government in local conflict prevention, mitigation and management and protection of civilians, including by supporting intercommunal dialogue, reconciliation and confidence-building efforts in violence-prone areas; supporting local agreements on internal and cross-border migration; engaging local authorities on mechanisms to improve the protection of civilians; and, in support of local authorities, working jointly with UNDP to deliver targeted programmes in support of an expanded approach to community security and arms control; (c) conduct conflict analysis and mapping, identifying risks and trends; contribute to the Mission's early warning, analysis and decision mechanisms at all levels; and with military, police and other relevant partners, take part in integrated preventive deployments. This includes enabling access for Government actors, in situations of imminent threat to the protection of civilians. The Civil Affairs Division will contribute actively to Mission-wide approaches to the protection of civilians.

Mission headquarters

78. The Director of Civil Affairs (D-2) provides overall guidance and direction to the Civil Affairs network and is a core member of the Mission senior management team. The Director engages with the national Government in respect of the Mission's mandate for conflict resolution and peacebuilding. The Director provides high-level support to the Mission's good offices at the subnational level and develops partnerships with national and international actors and provides advice to the Special Representative on civil affairs-mandated areas. The incumbent ensures close coordination with other relevant mission components, particularly with the Director of Political Affairs to ensure coherence across the work of the Political and Civil Affairs Divisions.

79. The Director is supported by one Senior Civil Affairs Officer (P-5), who provides day-to-day management of the Division, substantive knowledge and technical leadership for the development of civil affairs workplans and substantive supervision of the civil affairs network at the state and county levels. One Civil Affairs Officer (P-4) will develop policy advice and guidance to field teams, supervise reporting and backstop the Senior Civil Affairs Officer. One additional Civil Affairs Officer (P-3) and one Civil Affairs Officer (National Officer) will

support reporting functions and provide support to the field, chiefly through monitoring and oversight of the workplans for the civil affairs teams in 10 states and up to 19 county support bases in the first year of the Mission. The Office will be supported in these functions by one national United Nations Volunteer.

80. One Programme Officer (P-3) will support special initiatives of the Special Representative within the mandate of civil affairs, notably the Special Representative's Mission Advisory Council of civil society leaders. One Civil Affairs Officer (international United Nations Volunteer) will maintain the Civil Affairs Division database, tracking incidence of conflict trends and providing timely inputs as required to Mission partners, including the Joint Operations Centre. The Office in Juba will be supported by one Administrative Officer (Field Service) and one Office Assistant (national General Service), who will manage all administrative matters, including travel, transport and staff records. Finally, one Civil Affairs Officer (P-3) will be co-located with the South Sudan Peace Commission, providing support and assistance to the development of nationally owned strategies for reconciliation and peace consolidation and maintaining close liaison with the Civil Affairs Division to ensure the alignment of Mission planning and activity with Government priorities.

Field offices

81. The vast majority of civil affairs staff is deployed in the 10 state offices and in the 19 county support bases, where they are responsible for supporting local authorities in the mandated activities listed above, as well as for contributing to conflict analysis and mapping in support of the Mission early warning approach. Civil affairs team leaders at the state level report to the State Coordinator on day-to-day activities and operations and, as a second reporting line, to the Mission headquarters Civil Affairs Division.

82. Civil affairs teams in Wau, Aweil, Kwajok, Rumbek, Yambio and Torit will each be headed by a Civil Affairs Officer (P-4), who acts as team leader for the State, implementing civil affairs activities and supervising work at the county level. The teams are also supported by seven Civil Affairs Officers (1 P-3, 2 National Officers, 2 international and 2 national United Nations Volunteers) and one Office Assistant (national General Service). Owing to the complexity and high incidence of conflict in the Greater Upper Nile area, enlarged civil affairs teams will be deployed in Bentiu, Bor and Malakal. These offices will be headed by a Senior Civil Affairs Officer (P-5), supported by nine Civil Affairs Officers (1 P-3, 3 National Officers, 2 international and 2 national United Nations Volunteers) and one Office Assistant (national General Service). In addition to discharging the civil affairs mandate as in the other states, these three teams will support special initiatives, for example, the implementation of local peace agreements and the support to the integration of rebel militia groups. Owing to its relatively lower incidence of conflict, a smaller team will be deployed for Central Equatoria State, comprising four Civil Affairs Officers (1 P-4, 1 P-3, 1 National Officer and 1 national United Nations Volunteer). The team will be based in Juba and will provide surge capacity for other state teams in the event of a crisis. In the 19 county support bases, work will be led by two Civil Affairs Officers (1 international United Nations Volunteer and 1 national United Nations Volunteer) in each county support base.

Component 3: capacity-building

83. The Mission will work in partnership with the Government of South Sudan and international partners to develop rule of law and security sector reform priorities as part of the plan for the United Nations system support to peacebuilding, as requested in Security Council resolution 1996 (2011), and will support actors able to deliver quality assistance. A key priority for the Mission will be the provision of support to the national disarmament, demobilization and reintegration programme, tailored to the specific circumstances of South Sudan. This will need to be integrated with wider strategies for conflict management, community security arms control and alternative livelihoods. The final target for the disarmament, demobilization and reintegration programme will increase significantly over the coming years, with an estimated 150,000 ex-combatants to be disarmed, demobilized and in receipt of transitional support. In the areas of police, justice, corrections and military justice, the Mission will focus on helping South Sudan to elaborate and implement major reforms and policies and, together with the relevant United Nations agencies and bilateral actors, to develop the core capacity required to deliver basic criminal justice functions beyond Juba, with an emphasis on assisting the Government: to end prolonged, arbitrary detention in conflict-prone areas; establish a safe, secure and humane prison system, and develop a military justice system that complements the ordinary justice system. In doing this, the Mission will make use of all available modalities, including Government-provided personnel and partnerships with other organizations.

Expected accomplishments	*Indicators of achievement*
3.1 Strengthened capacity of the South Sudan Disarmament, Demobilization And Reintegration Commission to develop and implement a national disarmament, demobilization and reintegration strategy	3.1.1 4,500 ex-combatants and members of special needs groups are disarmed, demobilized and receive transitional support (phase (pilot) 1): (2011/12)
	3.1.2 Decrease in the percentage of demobilized ex-combatants and members of special needs groups (at the end of the demobilization phase in transition camps) who say that they would be ready to take up arms for monetary, political or security incentives
	3.1.3 Development of reinsertion programmes for 150,000 ex-combatants

Outputs

- 20 reinsertion programmes established to cater for large-scale disarmament, demobilization and reintegration caseload of 150,000 ex-combatants
- Support for the adoption of a disarmament, demobilization and reintegration policy, strategy and operational plan and the elaboration and adoption of a multi-year disarmament, demobilization and reintegration programme linked to the downsizing of South Sudan security forces with specific attention to the diverse needs of different types of soldiers serving in SPLA and ensure that women associated with armed forces and groups are identified and equally participate in the disarmament, demobilization and reintegration process

- Provision of financial, technical and logistical support to the South Sudan Disarmament, Demobilization and Reintegration Commission in gathering and analysing pre-planning risk analysis in the all potential areas for operations relevant to the disarmament, demobilization and reintegration process, including information on the operational environment, armed group profiling, community economic absorptive capacity, opportunity mapping and community security and arms control
- Development of a protocol for the safe storage of weapons and provision of infrastructure for the marking, tracking and safe storage of weapons jointly with South Sudan and other international partners
- Support to the Bureau for Community Security and Small Arms Control, including joint programming and, in some areas, joint interventions with the UNDP community security and arms control programme and support for specific bottom-up violence-reduction interventions through an expanded community security and arms control approach, focused on high-risk groups in communities where ex-combatants will receive transitional support and/or be reintegrated, targeting 6,000 beneficiaries
- Support capacity-building of the national disarmament, demobilization and reintegration commission, with UNDP and UNICEF, through the secondment of staff, co-location of personnel and organizing in-country disarmament, demobilization and reintegration training for all relevant staff and build political support for the disarmament, demobilization and reintegration process through weekly technical meetings, monthly senior-level meetings and quarterly high-level meetings with donors, Government officials and other relevant stakeholders
- Development of a coherent public information strategy to sensitize receiving communities and disarmament, demobilization and reintegration participants about DDR, community violence-reduction activities and collection and control of small arms and light weapons, through 10 radio production programmes, 30 community outreach programmes, 50 workshops with various stakeholders and the distribution of printed materials
- Establishment of a baseline survey to measure satisfaction with the disarmament, demobilization and reintegration programme and support to a joint monitoring and evaluation strategy and an appropriate information management system, in compliance with the requirements of the South Sudan disarmament, demobilization and reintegration policy and strategy
- Secretariat support for a high-level United Nations disarmament, demobilization and reintegration steering committee and a United Nations technical coordination committee to coordinate the efforts of the United Nations and other international partners
- Construction of 3 transitional centres for the demobilization and reinsertion operations
- Implementation of a pilot disarmament, demobilization and reintegration programme for 4,500 ex-combatants
- Support to the Government of South Sudan for the preregistration and profiling of 40,000 SPLA war veterans, through mobile teams and the launch of microscale projects for 1,000 male and female ex-combatants and members of the special needs groups demobilized during the Comprehensive Peace Agreement period

Expected accomplishments	*Indicators of achievement*
3.2 Strengthened capacity of the South Sudan Police Service to maintain public order	3.2.1 Structures, policy, strategy and regulations for a well-functioning South Sudan Police Service are developed and implementation is under way at the national, state and county levels

Outputs

- Support for the elaboration and adoption of the South Sudan Police Service Strategic Development Plan, including support to the South Sudan Police Service on a needs assessment that identifies structures, polic strategies and regulations required under the Police Act to strengthen management and oversight procedur
- Assistance and advice to South Sudan Police Service leadership, through monthly meetings, on the development of structures, policies, strategies and regulations to strengthen command, control and communication
- Provision of technical expertise and support for the elaboration and adoption of comprehensive gender-sensitive training curricula covering basic policing, police management and sexual and gender-based violence
- Support 4 training and 4 deployment programmes agreed in the Donor Coordination Meeting headed by Deputy/Inspector General South Sudan Police Service
- Provision of training on community policing and support to the establishment of police community relat committees in each state, in partnership with UNDP
- Support to the South Sudan Police Service on the updating and authentication of the existing database o South Sudan Police Service, including state-level registration
- Support the deployment of South Sudan Police Service in all 10 state capitals and in up to 32 counties i conjunction with infrastructure development supported by UNDP
- Advice to and capacity development of police through co-location at the national, state and county level and provision of daily strategic, tactical and operational advice and support with a focus on assisting So Sudan Police Service to avoid and address prolonged and arbitrary detentions

Expected accomplishments	*Indicators of achievement*
3.3 Strengthened capacity of South Sudan to ensure security and justice, including in the area of military justice	3.3.1 Regulatory frameworks and strategic plans, covering key aspects of the justice system are draft and proposed for adoption and coordination mechanisms are convened regularly
	3.3.2 Development of a preliminary baseline reflecting the functioning of police, justice and corrections institutions and perceptions of justice a security in South Sudan is provided to the Governm
	3.3.3 Development of a strategy for ensuring complementary military justice and ordinary/civilia justice system is adopted
	3.3.4 A strategy for accelerating security sector re is developed

Outputs

- Provision of advice to the judiciary and Ministry of Justice on legal and institutional frameworks related criminal law and criminal procedures; the functioning, independence and oversight of the judiciary; the administration of justice; and the legal profession, including legal studies and military justice
- Support to monthly UNDP rule of law forums for chiefs, commissioners, judges, prosecutors, police and prison officials and provision of capacity-building training for court staff and relevant rule of law

- Support for the implementation of the Rule of Law Indicators Project with the Ministries of Justice, the Interior and the Judiciary
- Support of the review of the military justice system and the development of a military justice system by co-locating advisers in the relevant institutions and/or ministries and provision of support to Working Group on Military Justice Reform, with South Sudan as Chair, to coordinate policy development and international assistance for the military justice sector
- Support through monthly meetings with the Ministry of Defence on the establishment of a legal framework and administrative structures for a military justice system and support 2 stakeholder round-table meetings to discuss the establishment of a military justice system complementary to the civil justice system
- Support to a one-day workshop for Ministry of Defence and Ministry of Justice officials on best practices relating to the administrative aspects of military justice system reform and a legal framework for military justice that incorporates a gender, disabilities and a human rights-based approach
- Support to the Government of South Sudan in establishing a national security council and its executive secretariat and state security committees
- Support to the Ministry of National Security on the conduct of a comprehensive review of the security sector and development of a national security strategy and review of the security sector architecture
- Provision of monthly awareness and sensitization briefings with the South Sudan Legislative Assembly and other oversight actors on security sector reform and on the role as security sector oversight actors
- Provision of advice to the Government of South Sudan on the development of a strategy/plan for weapons management and safe storage

Expected accomplishments	*Indicators of achievement*
3.4 Strengthened capacity of South Sudan to end prolonged, arbitrary detention and establish a safe, secure and humane prison system	3.4.1 Regulatory frameworks and strategic plans outlining the legislative, operational, administrative and financial capacity of the prison system are developed, adopted and operational
	3.4.2 Prisoners arbitrarily held or detained in police, prisons or other facilities to which corrections advisers, United Nations police, or other UNMISS or United Nations country team staff have access are identified and referred to a court, prosecution or police

Outputs

- Daily mentoring of Prison Service staff in 10 state and 19 county prisons on improving prison safety and security by 57 Mission experts
- Support to the capacity development of the Prison Service through targeted training, including: conduct of one-week training courses for critical incident management for 10 state coordinators; two-week training courses on tutoring in the Prison Service Training Academy for 30 Prison Service trainers; one-week training courses in training management for 30 Prison Service State Training Directors and Deputies; one-week training course in management and leadership for 30 Prison Service middle managers; two-week training courses in human resources and data management for 25 Prison Service human resources staff; two-week training courses in financial administration and data management for 25 Prison Service finance staff; one-week training courses on human rights and basic rules and standards for military detention, for 20 SPLA detention officers, two-week training courses on probation for 30 Prison Service staff and one-day workshops on institutional restructuring and reform for 20 senior Prison Service staff

- Support to the mapping of military prisons and detention facilities by providing experts in military detention to work with SPLA on detention conditions
- Mentor and provide advice to the South Sudan Prison Service in the elaboration and adoption of the Service's strategic development plan and regulatory frameworks covering all aspects of the prison system, including community service and prisoner rehabilitation options
- Provision of advice, through weekly meetings with the Prison Service, on establishing an inspectorate unit to monitor prison operations and investigate prison incidents and on the development of a comprehensive plan for the management of prison medical services, including the management of mentally ill persons in prisons
- Secretariat support to the establishment of 5 state development committees chaired by state directors of prisons
- Support to the Government of South Sudan and donors on the elaboration of proposals, in partnership with UNDP or bilateral partners as appropriate, for the rehabilitation of 5 prisons and 1 prison farm
- Support to the judiciary to establish prisoner remand review boards at the national level and in 3 States; and also a remand case review process, with special attention to women, girls and juveniles; and the mentoring of prison staff to support the review boards
- Support to national judiciary, prosecution, prison and police officials to take appropriate action for the arbitrarily detained population, through the teams of justice, corrections, human rights, gender, child protection, women's protection and civil affairs officers and the United Nations police contribution to mapping

Expected accomplishments	*Indicators of achievement*
3.5 Strengthened capacity of South Sudan to protect civilians from the threat posed by mines and explosive remnants of war in compliance with relevant international humanitarian conventions and standards	3.5.1 Decreased number of civilian casualties caused by mines and explosive remnants of war

Outputs

- Surveying and clearing 488 dangerous areas, 9 minefields and 27 suspected hazardous areas and releasing to local communities for productive use, responding rapidly to requests for emergency survey and clearance capacity and surveying, verifying and, if needed, clearing a minimum 1,050 km of roads
- Conduct of community-based mine risk education to 100,000 persons, including internally displaced persons, returnees and other at-risk populations (such as nomads and herders); mine risk education training to 500 volunteers, who will act as peer-to-peer educators within their communities; and in collaboration with the Ministry of Education, integrate mine risk education into national curricula through the training of 500 teachers
- Dissemination of weekly, monthly, quarterly and ad hoc updates, including maps, to all stakeholders (within and outside Sudan) on the implementation of mine action operations in South Sudan, accidents caused by mines or explosive remnants of war and new mines being laid
- Organization of monthly and, when necessary, ad hoc operations coordination meetings with all mine action operators and stakeholders in South Sudan

- Provision of advice and capacity development to the South Sudan Demining Authority, through the deployment of full-time capacity development adviser, weekly on-the-job training to all sections of the Authority in line with the Transition Plan, 1 annual transition team progress review workshop, 1 review workshop of the transition plan, 12 joint week-long field trips with Authority counterparts and 2 workshops to review the national technical standards and guidelines
- Advice to the South Sudan Demining Authority and relevant ministries on the implementation of the action plan to adhere to key mine action and victim assistance-related conventions, particularly through 2 workshops to review the progress towards the implementation of the Convention on the Rights of People with Disabilities
- Raising awareness of humanitarian mine action in South Sudan by marking the International Day for Mine Awareness and Assistance in Mine Action, through celebrations in at least 5 cities throughout South Sudan

Component 3: capacity-building

Category									***Total***
United Nations police									**900**
	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Disarmament, Demobilization and Reintegration Section	—	1	5	24	6	**36**	39	24	**99**
Office of the Police Commissioner	—	2	19	1	5	**27**	2	—	**29**
Rule of Law and Security Institutions Support Office[b]	—	1	5	2	1	**9**	1	—	**10**
Judicial Advisory Section[b]	—	—	8	15	1	**24**	8	5	**37**
Military Justice Advisory Section[b]	—	—	2	1	—	**3**	—	—	**3**
Corrections Advisory Section	—	—	6	8	1	**15**	3	3	**21**
Security Sector Reform Unit[b]	—	—	3	4	—	**7**	14	3	**24**
HIV/AIDS Unit	—	—	1	1	1	**3**	4	4	**11**
Total proposed	**—**	**4**	**49**	**56**	**15**	**124**	**71**	**39**	**234**

[a] Includes National Officers and national General Service staff.
[b] Includes positions funded under general temporary assistance.

Disarmament, Demobilization and Reintegration Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	1	2	7	4	**14**	10	10	**34**
Field offices	—	—	3	17	2	**22**	29	14	**65**
Total proposed	**—**	**1**	**5**	**24**	**6**	**36**	**39**	**24**	**99**

[a] Includes National Officers and national General Service staff.

84. The Disarmament, Demobilization and Reintegration Section is responsible for the Mission's contribution to the South Sudan Disarmament, Demobilization and Reintegration Programme, which is one of the Government's key priorities in terms of security and stability and which, with an estimated caseload of 150,000 ex-combatants, will be one of the largest ever supported by the United Nations. In particular, the Mission will support the Government in the implementation of the disarmament and demobilization phases of the process, including the establishment of a number of transitional centres for the demobilization and reinsertion of ex-combatants. The Section will also work with the Government in programme development as well as the monitoring and evaluation of the process. The scope and complexity of disarmament, demobilization and reintegration in South Sudan calls for a decentralized Section with a number of specialized units, all of which will deal with different aspects of the policy, programming and implementation of a large and multifaceted disarmament, demobilization and reintegration programme.

85. The goal of the first year is to support national counterparts to undertake extensive baseline assessments required for disarmament, demobilization and reintegration planning. UNMISS will also work with national and international partners to establish three pilot-training facilities in transitional centres. In addition, UNMISS will support national counterparts in the establishment of these transitional centres by providing material support for basic infrastructure, to be built by the beneficiaries. Those transitional centres will cater for 4,500 ex-combatants, who are to be disarmed and demobilized by June 2012. At the same time, UNMISS will support the return to their communities of ex-combatants through the development of community-reinsertion projects in areas of return. These projects, undertaken in conjunction with other efforts by the Mission and other partners, will also contribute to the social reinsertion of the ex-combatants and help with local reconciliation. The Disarmament, Demobilization and Reintegration Section will also assist, as required, with the registration, screening and integration into SPLA of an estimated 2,000 members of rebel militia groups that sign ceasefires or other agreements with the Government and will work with UNDP and the South Sudan Bureau for Community Security and Small Arms Control, on community weapons-control activities. Upon their request, UNMISS, in close cooperation with other partners, will provide national authorities with ad hoc disarmament, demobilization and reintegration support, through reinsertion projects, to reinforce peace initiatives and build security and stability, in particular in areas where the rebel militia groups are operating.

86. The Section will increase its capacity further in the future budget years to manage the increasing caseload in line with the national partners' ability to provide the required verified caseloads and the capacity of the reintegration component to absorb demobilized ex-combatants into reintegration programmes. This takes into account the lessons learned from the previous programme so as to avoid an unmanageable gap opening between demobilization and reintegration. In the period 2012/13, up to six new transit centres will need to be opened to handle the increased caseload. In addition, the Mission will need to increase its public information activities and implement more community-based reinsertion projects to absorb the increasing number of ex-combatants.

Mission headquarters

87. The Disarmament, Demobilization and Reintegration Section will be headed by a Chief, Disarmament, Demobilization and Reintegration (D-1), based in Juba, who will provide leadership and ensure the overall management of the Section and all its components, coordinate Mission efforts with national and international partners and mobilize Mission resources for the disarmament, demobilization and reintegration programme. The Chief will be the principal disarmament, demobilization and reintegration adviser to the Special Representative and Deputy Special Representative and will manage two substantive offices: Policy and Planning (Juba) and Operations (Wau) as well as 10 field offices. The Office of the Chief is comprised of his/her support team and the Monitoring and Evaluation Team based in headquarters. The Chief, Disarmament, Demobilization and Reintegration support team consists of one Reporting Officer (P-2), one Budget Assistant (Field Service), one Administrative Assistant (Field Service), one Human Resources Assistant (international United Nations Volunteer) and one Office Assistant (national General Service). The Reporting Officer compiles all information from the field and provides up-to-date analysis to the Chief and drafts all substantive documents, as requested, related to results-based management in coordination with the Budget Assistant, who liaises with the Mission Support Division ensuring that funds are allocated according to the disarmament, demobilization and reintegration implementation plan. The Administrative Assistant and the international United Nations Volunteer follow all administrative issues that pertain to the Disarmament, Demobilization And Reintegration Section and all its components, tasking the Office Assistant (national General Service) on all required duties. The Office of the Chief organizes all related international and national high-level meetings and assists the Chief in the daily work.

88. The Monitoring and Evaluation team consists of one Disarmament, Demobilization and Reintegration Officer (P-3), one Disarmament, Demobilization and Reintegration Officer (National Officer), two Disarmament, Demobilization And Reintegration Assistants (international United Nations Volunteer) and one Programme Assistant (national General Service). The Monitoring and Evaluation team will support the South Sudan Disarmament, Demobilization and Reintegration Commission to undertake baseline surveys and profiles of the beneficiaries and to develop the monitoring and evaluation strategy. They will also monitor the implementation of the disarmament, demobilization and reintegration programme, providing early warnings and recommendations to improve the delivery and quality of the programme.

89. The Policy and Planning Team will be based in Juba and headed by a Senior Planning Officer (P-5) and will be assisted by one Office Assistant (national General Service). The Senior Planning Officer, under the supervision of the Chief Disarmament, Demobilization and Reintegration Officer, will oversee the work of the following units: Policy and Planning, Public Information, Management Information Systems, Small Arms and Light Weapons Control and Training. The Policy and Planning Unit will be staffed by two Disarmament, Demobilization and Reintegration Officers (P-3), two Disarmament, Demobilization and Reintegration Assistants (international United Nations Volunteers), one Disarmament, Demobilization and Reintegration Officer (National Officer) and one Programme Assistant (national General Service) will assist in the preparation of policy and operational planning in coordination with the South Sudan Disarmament,

Demobilization and Reintegration Commission, UNDP and other partners. The Public Information Unit will assist the Commission to develop and run an effective public information and sensitization campaign in support of the disarmament, demobilization and reintegration strategy and programme that targets both beneficiaries and the receiving communities. The team will consist of one Disarmament, Demobilization and Reintegration Officer (P-3), one Disarmament, Demobilization and Reintegration Assistant (international United Nations Volunteer), one Disarmament, Demobilization and Reintegration Officer (National Officer) and one Programme Assistant (national General Service). The Public Information Team will be co-located with the Commission to build the capacity of the Commission's public information staff. The Management Information Systems Unit will be staffed by one Information Systems Assistant (Field Service), one Disarmament, Demobilization and Reintegration Assistant-Information Systems (international United Nations Volunteer), one Programme Assistant (national General Service). The Unit will develop, populate and maintain a Web-based management information system for the registration of ex-combatants and weapons. The system will be critical to ensuring the proper management and tracking of the expected 150,000 ex-combatants through the process. The Small Arms and Light Weapons Control Unit will work in partnership with the Commission and the South Sudan Bureau for Community Security and Small Arms Control to address problems of small arms control, including the safe storage and tracing of weapons collected from civilians. This work will include the development of infrastructure and systems for the registration and safe storage or destruction of small arms and light weapons. The Unit will also be involved in the monitoring of the integration of regional militia groups into SPLA by bilateral peace agreements, when requested by the Government of South Sudan. They will design a bottom-up approach to violence-reduction initiatives in targeted communities. The Unit will be staffed by two Disarmament, Demobilization and Reintegration Officers (P-3 and P-4), one Disarmament, Demobilization and Reintegration Assistant (international United Nations Volunteer), one Disarmament, Demobilization and Reintegration Officer (National Officer) and one Programme Assistant (national General Service). The Training Unit will implement training and mentoring programmes for disarmament, demobilization and reintegration staff and for staff of the South Sudan Disarmament, Demobilization and Reintegration Commission. The Unit will consist of one Disarmament, Demobilization and Reintegration Officer (P-3), two Disarmament, Demobilization and Reintegration Assistants (international United Nations Volunteers) and one Training Assistant (Field Service). Within the Unit, the P-3 and two international United Nations Volunteers will be co-located in the Commission to assist them with training and mentoring national partners.

Field offices

90. The Operations and Support Team will be based out of a field headquarters to be located in Wau and headed by a Senior Operations/Support Officer (P-5), who will be assisted by one Office Assistant (national General Service). Under the supervision of the Chief, the Senior Operations/Support Officer will manage three mobile disarmament, demobilization and reintegration teams and ten State level teams. The three mobile teams will include two Disarmament, Demobilization and Reintegration Officers/Team Leaders (P-4), four Disarmament, Demobilization and Reintegration Officers (P-3), three Associate Disarmament, Demobilization and Reintegration Officers (P-2), four Disarmament, Demobilization and Reintegration

Assistants (international United Nations Volunteers), four Disarmament, Demobilization and Reintegration Officers (National Officers), two Information Systems Assistants (Field Service) and four Programme Assistants (national General Service). These teams will be deployed alongside national counterparts involved in the disarmament, demobilization and reintegration operations (the South Sudan Disarmament, Demobilization and Reintegration Commission, SPLA and line ministries) and will conduct training for these partners. These mixed multidisciplinary teams will be deployed to transitional centres and other locations as required to support the state offices in the planning, establishment and conduct of disarmament, demobilization and reintegration operations. They include Disarmament, Demobilization and Reintegration Officers with specializations in disarmament, demobilization, reinsertion and logistics and national staff with a variety of local language skills. Each team also includes medical expertise that will, in coordination with the South Sudan Disarmament, Demobilization and Reintegration Commission and relevant health organizations develop a strategy for the provision of medical and psychological support for ex-combatants, which includes the provision of assessments, immediate medical and psychological care, sensitization of communities and individual follow-up. They will work as required in the transit centres to assist with and monitor the provision of basic health care to the beneficiaries. Database experts will be included in the mobile teams and will be deployed to the transitional and registration centres to assist with the establishment of the information technology systems required for the registration and tracking of ex-combatants. They will provide support to ongoing disarmament, demobilization and reintegration operations in the field and may, as required, be assisted in this by the Juba-based Management Information System team.

91. Planning and implementation at the state level will be undertaken by 10 teams in the state capitals, each will comprise one Disarmament, Demobilization and Reintegration Officer (P-3), one State Coordinator Assistant (international United Nations Volunteer) and one Programme Assistant (national General Service) and one Office Assistant (national General Service). The teams will work under the reintegration cluster (comprised of disarmament, demobilization and reintegration and recovery reintegration and peacebuilding) to maximize synergy between the two Mission components.

92. The disarmament, demobilization and reintegration teams will work alongside the state disarmament, demobilization and reintegration coordinators from the South Sudan Disarmament, Demobilization and Reintegration Commission, SPLA and local authorities. They will also conduct, with these partners, all the required assessments for planning and monitoring of the disarmament, demobilization and reintegration process, which the Mission is mandated to support. Once operations start in the states, these teams will be supported in their work, as required, by the deployment of personnel from the three mobile teams based in Wau, Malakal and Juba. On the basis of consultations with the Commission, the UNMISS disarmament, demobilization and reintegration state teams, in close coordination with UNDP, will also complement the latter's efforts in capacity-building of national counterparts at the state level. This will be done in order to leverage the field presence and comparative advantages of both organizations and to save resources by avoiding duplication of efforts.

Office of the Police Commissioner

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*T*
Mission headquarters	—	2	9	1	5	**17**	2	—	
Field offices	—	—	10	—	—	**10**	—	—	
Total proposed	**—**	**2**	**19**	**1**	**5**	**27**	**2**	**—**	

[a] Includes National Officers and national General Service staff.

93. In support of the Special Representative, the police component is responsible for strengthening the capacity of the South Sudan Police Service, through providing advice on policy, planning and legislative development, training and mentoring and establishing a solid foundation for an efficient, community-oriented police service in line with democratic policing standards, including adherence to the rule of law and protection of human rights. The component will focus on the professionalism of the South Sudan Police Service — co-locating at the central, state and county levels in order to effectively mentor and advise in line with strategic policies developed in conjunction with the leadership of the Service on community policing, the increased professionalism of the Service and the development and implementation of a comprehensive training framework — and in the development and implementation of programmes for effective gender mainstreaming, the protection of vulnerable persons, juvenile justice and addressing sexual and gender-based violence. Further, the police component will advise and assist the Service in fulfilling its role in the protection of civilians.

Mission headquarters

94. The Police Commissioner (D-2) will be responsible for the work of the component and will oversee the formulation and implementation of policies, programmes and strategies to implement the work of the component in fulfilling its mandated tasks. The Police Commissioner will be assisted by a Deputy Commissioner (D-1), who will serve as the focal point for external activities, ensuring the implementation of developed strategies and policies and overseeing United Nations police operations and reform and planning.

95. Based on best practice and lessons learned from previous United Nations missions, senior posts in the police component will be recruited individually against United Nations posts to enable longer tenure than is possible in seconded posts. They will provide oversight and guidance to seconded United Nations police officers from police-contributing countries. This will require three P-5 posts as follows: the Police Chief of Staff; the Police Reform Adviser; and the Police Chief Training Officer. The Police Chief of Staff will oversee the provision of administrative and logistic support, human resources management, conduct and discipline, training and legal advice for the police component. The Police Reform Adviser (P-5) will be responsible for the formulation of strategic policies, plans and programmes for United Nations police in advising and mentoring the South Sudan Police Service at all levels, including with respect to community policing and mainstreamed initiatives, including those related to gender and the protection of vulnerable persons. The Police Chief Training Officer (P-5) will oversee the design,

structure and delivery of training for the Service, coordinating with other stakeholders in institutionalizing training in the Service.

96. In addition to the above, the component will be supported by one Police Planning Officer (P-4) responsible for developing medium- to long-term strategies, liaising with other Mission components and partners and assisting the Commissioner in overseeing the implementation of the mandate. Five Police Advisers (P-4) will co-locate with the Service in order to mentor and advise the Inspector General of Police, his/her Deputy and selected directorates in the Service in the development and implementation of policies and strategies to strengthen the capacity of the Service. These staff will be recruited to enable the selection of experienced individuals for longer service than is possible for seconded United Nations police officers. In addition, one Police Chief of Operations (P-3) will be responsible for United Nations police operations and for ensuring round-the-clock operational support in coordination with other Mission components, including the Joint Operations Centre and the Joint Mission Analysis Centre. The component will be supported by one Administrative Assistant (Field Service) to the Police Commissioner, two Drivers (national General Service), one Administrative Officer (Field Service) responsible for internal administrative support, including personnel, logistics, and liaison with the Mission Support Division, one Human Resources Assistant (Field Service), one Logistics Assistant (Field Service) and one Information Systems Assistant (Field Service) responsible for the programming and upgrade of the United Nations police database, as well as providing support to the other units in the component, if required.

Field offices

97. Each state will have one State Police Adviser (P-4) to advise the Governor on issues relating to the development of the South Sudan Police Service, to advise and mentor the Police Commissioner and to oversee effective co-location. The State Police Adviser will also oversee the implementation of training, reform and planning and other activities of United Nations police at the state and county levels, ensuring coordination with other Mission components and the United Nations country team, in particular UNDP.

Rule of Law and Security Institutions Support Office

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters[b]	—	1	5	2	1	**9**	1	—	**10**
Total proposed	**—**	**1**	**5**	**2**	**1**	**9**	**1**	**—**	**10**

[a] Includes National Officers and national General Service staff.
[b] Includes 4 positions funded under general temporary assistance (4 P-5).

98. The Rule of Law and Security Institutions Support Office front office oversees the work of the Mission in the areas of justice, corrections and security sector reform and coordinates closely with other Mission components and partners to ensure an integrated approach to support for the rule of law by encouraging nationally led plans and strategies. The Office will (a) provide analysis of synergies

among the technical rule of law and security sector issues in which UNMISS is engaged (police, justice, corrections and security sector reform) and ensure coherence in the Mission's overall approach; (b) provide support in ensuring a coordinated approach of the United Nations system to rule of law and security sector reform, by maintaining information tools that map international assistance and supporting coordination platforms; (c) guide the Mission's strategic engagement with Government, bilateral partners and civil society actors relevant to development of the rule of law and security sector reform, including to supervise possible arrangements for the co-location of technical experts in mandated areas and to contribute to developing additional peacebuilding priorities for the United Nations system.

99. The Office is led by a Chief, Rule of Law and Security Institutions (D-1), who will the manage the front office and oversee the Justice, Military Corrections and Security Sector Reform Units. The Chief will promote coherence with other relevant Mission components and the United Nations country team, ensure effective linkages among the justice and security sectors of the Government of South Sudan, bilateral donors and international partners and support the Special Representative in promoting a well-coordinated approach to the rule of law and security sector reform. The incumbent will be supported by one Planning Officer (P-4) and one Programme Officer (P-3) with expertise in security sector reform and rule-of-law activities, who will be responsible for the integrated planning, monitoring and evaluation of Mission activities in the area of rule of law; and promoting internal and external coordination, including the development of national capacity to direct and coordinate assistance. The team will be supported by one Associate Judicial Affairs Officer (P-2), who will support the team in reporting and coordination tasks and one Administrative Assistant (Field Service). One Associate Programme Officer (National Officer) will assist in information exchange and liaison with national counterparts. In addition, four Senior Adviser (P-5) positions are being requested as general temporary positions. Subject to Government approval, the four Senior Advisers will be recruited and embedded in the Ministry of Interior (2 positions), the Ministry of Justice and the Prison Service. These will be senior specialists in, respectively, security sector reform (2 experts), legal reform and corrections. The Advisers will support the development of strategies for different aspects of rule of law and security sector reform and of required capacity at the national level to ensure full national ownership of any strategy developed. The incumbents will report to their national counterparts.

Judicial Advisory Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***To***
Mission headquarters	—	—	4	1	1	**6**	3	—	
Field offices[b]	—	—	4	14	—	**18**	5	5	
Total proposed	—	—	**8**	**15**	**1**	**24**	**8**	**5**	

[a] Includes National Officers and national General Service staff.

[b] Includes 19 positions funded under general temporary assistance (10 P-3, 4 P-2 and 5 National Officers).

100. The Judicial Advisory Section is responsible for guiding the Mission's engagement with the relevant legal and judicial actors at the national, state and county levels, in order to strengthen the justice sector through interventions in politically sensitive justice areas that have a direct link to peace and stability in South Sudan. The Section will provide advice and support to the Government and judiciary of South Sudan to: (a) strengthen the constitutional and legislative framework and develop strategies for development of the rule of law sector, with particular attention to areas relevant to peace consolidation; (b) advise and assist the Government on ways to reduce the incidence of arbitrary arrest and detention, through more timely, efficient and transparent administration of justice in accordance with international norms and standards; (c) in partnership with UNDP and others, provide technical support to the judiciary and Ministries of the Interior, Justice and Prisons to effectively measure progress in the area of rule of law, enabling accurate identification of needs and gaps for long-term peacebuilding; (d) support the Government in developing the military criminal justice system, initially through technical advice on overall strategy and development of an approach for United Nations and other assistance. The Section will also support the provision of integrated justice, corrections and police services in Akobo and Pibor (rule of law hubs), jointly with UNDP as part of the Jonglei Justice Programme. These pilot activities may later be adapted and replicated in other key locations.

Mission headquarters

101. The Section is led by a Senior Judicial Affairs Officer (P-5), who will report to the Chief, Rule of Law and Security Institutions. The Senior Judicial Affairs Officer will supervise the work of the Section in Juba and in the field, develop workplans and strategies and provide advice to the Special Representative on justice issues. The head of the section will be supported by three Judicial Affairs Officers (P-4), who will work closely with national counterparts at the policy level on the development of strategies. Depending on Government approval, these positions would later be co-located with national counterparts. Of the three, one would be specialized in constitution and law reform and one in arbitrary detention; the third would oversee implementation of the United Nations Rule of Law Indicators to assist the Government and judiciary in effectively measuring progress in the justice sector. The Section will be supported with analysis and reporting by one Research Officer (P-3), who will draft policy documents and reports; two Judicial Affairs Officers (National Officers), who will assist in developing advice and in implementing the United Nations Rule of Law Indicators; one Administrative Assistant (Field Service) and an Office Assistant (national General Service).

Field offices

102. At the state level, Judicial Affairs Officers will work under the protective environment cluster, in close cooperation with national counterparts to implement strategies to reduce the incidence of arbitrary arrest and detention and to assist state authorities and the judiciary with implementation of the United Nations Rule of Law Indicators. In Bor, Malakal, Wau and Rumbek, where arbitrary/illegal detention is particularly widespread, the Justice Team will be led by one Judicial Affairs Officer (P-4), who will provide technical advice and ensure close liaison with national authorities. The Officer in Bor will also support the establishment of the Jonglei Justice Project jointly with UNDP. In each, Kwajok, Yambio, Bentiu, Aweil and

Torit, the Justice Team will be lead by one Judicial Affairs Officer (international United Nations Volunteer).

103. As discussions with the Government are ongoing and priorities may continue to evolve, a total of 19 positions are requested as general temporary assistance for the 2011/12 period. In Bor, Malakal, Wau and Rumbek, three positions are requested for each: one Judicial Affairs Officer (P-3), one Associate Judicial Affairs Officer (P-2) and one Judicial Affairs Officer (National Officer). These staff will provide substantive support to the team leader and assist state authorities and the judiciary with the implementation of the United National Rule of Law Indicators. In Torit, Kwajok, Aweil, Yambio and Bentiu, one Judicial Affairs Officer (P-3) will be responsible for working with national counterparts to implement strategies for reducing the incidence of arbitrary arrest and detention and to assist state authorities and the judiciary with the implementation of the United Nations Rule of Law Indicators. In Central Equatoria State, two Judicial Affairs Officers are requested, one at the P-3 level and one National Officer, with support from the Juba headquarters team.

Military Justice Advisory Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters[b]	—	—	2	1	—	**3**	—	—	**3**
Total proposed	**—**	**—**	**2**	**1**	**—**	**3**	**—**	**—**	**3**

[a] Includes National Officers and national General Service staff.

[b] Includes 2 positions funded under general temporary assistance (1 P-4 and 1 P-3).

104. The Military Justice Advisory Section will interact with senior Government interlocutors to develop a strategy for UNMISS support to an effective military justice system, complementary to the civil justice system. The team will be headed by a Senior Military Justice Adviser (P-5), who will provide expert technical advice to the Government and support the development of a nationally owned programme for assistance. The Senior Military Justice Adviser will report to the Chief, Rule of Law and Security Institutions, and will work in close coordination with the relevant Mission components, including the Rule of Law and Security Institutions Support Office, military and human rights. Additional support for military justice, on the basis of a nationally owned programme, will be requested from Member States. As this is a very specialized area and technical requirements will continue to evolve, the following posts are requested under general temporary assistance for 2011/12, one Judicial Affairs Officer (P-4) with expertise in capacity-building and one Programme Officer (P-3). These staff represent a minimum staffing level to support the senior Military Justice Adviser in developing proposals for an appropriate programme of support in coordination with United Nations and bilateral partners.

Corrections Advisory Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	6	2	1	**9**	1	3	**13**
Field offices	—	—	—	6	—	**6**	2	—	**8**
Total proposed	**—**	**—**	**6**	**8**	**1**	**15**	**3**	**3**	**21**

[a] Includes National Officers and national General Service staff.

105. The Corrections Advisory Section advises and assists the Government of South Sudan in establishing a safe, secure and humane prison system, through the provision of advice and technical assistance, in cooperation with international partners. The Section supports the Government in developing strategies for professionalizing the prisons system of South Sudan, including a human rights-based approach to prison management, so as to comply with international norms and standards. The Section also provides advice and technical assistance to the National Prison Service, including mentoring, training and capacity-building of national prison officers and, in support of United Nations agencies, donors and other partners, contributes to efforts to mobilize resources for long-term capacity-building and infrastructure improvement.

Mission headquarters

106. A Senior Corrections Officer (P-5) will be responsible for the control and direction of the Section, reporting to the Chief, Rule of Law and Security Institutions. The Senior Corrections Officer will be supported by three Corrections Officers (P-4), who will be responsible for, respectively: overseeing training and development, prison reform and the provision of advice on military prisons. In addition, one Programme Officer (P-4) will be responsible for managing prison projects, interfacing with United Nations system agencies and other partners and resourcing funding for the implementation of projects. The Office at headquarters will be supported by an Administrative Assistant (Field Service) and one Office Assistant (national General Service).

107. Six posts will be embedded at the national headquarters of the Prison Service of South Sudan. A Senior Corrections Officer (P-5) will provide strategic advice on prison institutional reform and restructuring, an Information Systems Officer (P-3) will establish and maintain data on all categories of prisoners and train national prison officers on the data management system and a Prison Affairs Officer (P-3) will be responsible for development and implementation of rehabilitation and reintegration programmes for prisoners. In addition, three Administrative Officers (international United Nations Volunteers) with specialties in finance, human resources development and prison administration, respectively, will advise on the development of appropriate systems and will assist with the mentoring of national counterparts.

Field offices

108. At the state level, one Corrections Officer (P-3) will be based in each of Bor, Wau, Malakal and Juba and will be responsible for the management of state prison

programmes and will supervise seconded corrections officers provided by Member States, who are co-located at state and county prisons throughout the country. The Corrections Officer at Bor will also be responsible for contributing corrections expertise to the Joint Justice Project with UNDP in Jonglei. In addition, two Corrections Training Officers (P-3) will be embedded at the National Prisons Training Academy in Juba and, assisted by seconded corrections training officers provided by Member States, will develop training modules and supervise the delivery of training by seconded and national prisons training officers. They will be assisted by one Training Officer (National Officer) and one Office Assistant/Driver (national General Service).

Security Sector Reform Unit

	International staff							
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*
Mission headquarters[b]	—	—	3	4	—	**7**	**4**	**3**
Field offices[b]	—	—	—	—	—	**—**	**10**	**—**
Total proposed	**—**	**—**	**3**	**4**	**—**	**7**	**14**	**3**

[a] Includes National Officers and national General Service staff.

[b] Includes 17 positions funded under general temporary assistance (1 P-4, 1 P-3, 2 P-2 and 13 National Officers).

109. The Security Sector Reform Unit will support the Government of South Sudan in developing its capacity to provide security, establish the rule of law and strengthen the security sectors through supporting the development of security sector reform strategies. Subject to Government approval, in 2011/12 the Unit will: (a) provide support to develop a national security strategy, as mandated in the transitional constitution, as well as other strategies relevant to security sector reform; (b) in preparation for developing such strategies, support relevant Government partners to conduct a review of the security sector, including the security-related needs and priorities of the people and Government; (c) provide support to the 10 State Security Committees, with a view to supporting their appropriate participation in the development of security sector reform strategies, as well as their responsibilities in respect of the protection of civilians; (d) provide support to statutory and non-statutory actors with respect to developing strategies to improve the functioning of formal and informal oversight and accountability mechanisms for the security sector; and (e) support the development of strategies for managing small arms and light weapons, focusing on the safe storage and management of weapons and building on the work of the Bureau for Community Security and Small Arms Control and the UNDP community security and arms control programme.

Mission headquarters

110. The team is led by a Senior Security Sector Reform Officer (P-5), who reports to the Chief, Rule of Law and Security Institutions. The Senior Security Sector Reform Officer supervises the work of the Unit, develops workplans and strategies ensuring appropriate coordination with the Government, the United Nations country team and international partners, maintains relationships with senior national counterparts in the Ministry of Defence and SPLA and provides advice to the

Special Representative, state coordinators and other Mission components as required on security sector reform issues. One Security Sector Reform Officer (P-4) will lead the Unit's Policy and Strategy Team to support the Government in its efforts to develop the Comprehensive Security Sector Review, the National Security Strategy and related strategies and will provide advice and support with full respect for national ownership. The Security Sector Reform Officer will facilitate the provision of additional technical expertise that may be requested by the Government in this process and in coordination with international partners. The incumbent will be supported by two Security Sector Reform Officers, one P-3 and one National Officer. Further to the recommendations of the Civilian Capacities Review, technical expertise will be sought from Member States through bilateral arrangements. Supporting the Unit will be three Security Sector Reform Officers (international United Nations Volunteers).

111. As discussions with the Government are ongoing and priorities may continue to evolve, the following seven positions are requested as general temporary assistance for the 2011/12 period. Two Associate Security Sector Reform Officers (P-2) to support the Chief Security Sector Reform Officer in his/her functions, maintaining workplans, field liaison, monitoring and evaluation, drafting and reporting. One Security Sector Reform Officer (P-4) supported by one Security Sector Reform Officer (National Officer) as a small arms control team, which will support the Government of South Sudan in developing a strategy to tackle the proliferation of small arms and light weapons, focusing on weapons management and safe storage. While other UNMISS components provide technical support to weapons control in the field, the Security Sector Reform Unit will coordinate advice on strategies and ensure coherence with the wider security sector reform process, the UNDP community security and arms control programme and Government approaches to weapons management and storage. One Security Sector Reform Officer (P-3) and one Security Sector Reform Officer (National Officer), as an oversight actors team to support Government, legislative and civil society actors, as requested, on the development of strategies to strengthen the role of oversight and accountability mechanisms in the security sector. This includes good offices to bring actors together and the provision of technical advice and best practice. One Security Sector Reform Officer (National Officer) will provide direct support to the executive secretariat of the National Security Council, which is responsible for development of the National Security Strategy. Subject to formal Government approval, the Officer will be co-located with the Executive Secretariat and will report to its Director, within overall terms of reference. The Security Sector Reform Officer will have a second reporting line to the UNMISS Chief of the Security Sector Reform Unit.

Field offices

112. Ten Security Sector Reform Officers (National Officers) are also requested as temporary positions owing to the continuing discussions with the Government of South Sudan. The Security Sector Reform Officers will be embedded in each State with the executive secretariat of the state security committees to provide support to the committee in managing its work and implementing decisions. It is envisaged that this embedded assistance will support the capacity of the Government to develop nationally owned security sector reform strategies that take account needs at the state level and to fulfil its responsibility for the protection of civilians at the state

Total

14

10

24

level. The embedded officers will report to national counterparts within the terms of reference, with guidance and oversight provided by the Security Sector Reform Unit.

HIV/AIDS Unit

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*To*
Mission headquarters	—	—	1	1	1	3	2	2	
Field offices	—	—	—	—	—	—	2	2	
Total proposed	**—**	**—**	**1**	**1**	**1**	**3**	**4**	**4**	

[a] Includes National Officers and national General Service staff.

113. The HIV/AIDS Unit is responsible for mainstreaming HIV/AIDS awareness in all mandated areas. The Unit, in collaboration with the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Population Fund and the South Sudan AIDS Commission, will train members of the organized forces, including for example SPLA, the South Sudan Police Service, prisons, wardens and prison staff in outreach HIV/AIDS activities. In addition, the Unit will also: (a) support mainstreaming of HIV awareness in other mandated areas, including disarmament, demobilization and reintegration; (b) provide ongoing awareness training, including the training of peer educators in HIV/AIDS peer facilitation, keeping step with contingent/troop rotations; (c) train HIV/AIDS counsellors and provide access to voluntary confidential counselling and testing services at the field level; (d) monitor and evaluate a mission-wide HIV awareness/prevention programme, inclusive of the conduct of baseline surveys and knowledge, attitude, practice and behaviour studies; and (e) design and implement a comprehensive HIV/AIDS awareness and prevention programme for Mission personnel to reduce the risk of peacekeepers either contracting and/or spreading HIV.

Mission headquarters

114. The Unit will be headed by an HIV/AIDS Adviser/Programme Manager (P-4) who will be responsible for planning and developing a comprehensive HIV-prevention programme, including culturally specific information, education and communications strategies. The Adviser/Programme Manager will also be responsible for implementing and monitoring the sensitization programmes, training peer educators, change agents, counsellors and overseeing voluntary confidential counselling and testing services in the Mission area. The incumbent will be supported by a Deputy HIV/AIDS Adviser (P-3), who will further coordinate all Mission HIV/AIDS counselling services. The Deputy Adviser will be responsible for monitoring and evaluation of the impact of campaign strategies and monitoring of mobile voluntary confidential counselling and testing services. The Deputy Adviser will liaise with the monitoring and evaluation teams in the United Nations agencies, funds and programmes to ensure coherence and will support HIV/AIDS mainstreaming in other mandated areas. The Unit will also include one HIV/AIDS Counsellor and Field Voluntary Confidential Counselling and Testing Services Coordinator (international United Nations Volunteer), one Training Officer (National Officer) and one Counsellor (national United Nations Volunteer), one Administrative

Assistant for information, education and communication training packages (Field Service) and an Office Assistant/Librarian (national General Service).

Field offices

115. At the state level, the HIV/AIDS Unit will field two mobile teams consisting of two Training Officers (1 National Officer and 1 international United Nations Volunteer), who will provide ongoing HIV/AIDS awareness/sensitization sessions, peer education and change agent programmes/campaigns and standing voluntary confidential counselling and testing services to personnel in all areas of deployment.

Component 4: human rights

116. As requested by the Security Council in resolution 1996 (2011), the Mission will monitor, investigate and report on human rights and potential violations of international humanitarian and human rights law and report gross violations of human rights to the Council.

117. The Mission will support the Government to establish a normative framework conducive to the promotion and protection of human rights, including by supporting constitutional and legislative processes that are human rights-compliant. It will also support the Government's ability to discharge its responsibility as a duty bearer for the promotion and protection of human rights consistent with international human rights standards.

118. In addition, the Mission will strengthen compliance with human rights standards through capacity-building, institutional development, the promotion of an empowered and vibrant civil society and the protection of political space through an independent media capable of monitoring the human rights situation.

Expected accomplishments	*Indicators of achievement*
4.1 Improved human rights situation throughout the country	4.1.1 South Sudan ratifies/accedes to the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, the International Convention on the Elimination of All Forms of Racial Discrimination, the Convention on the Rights of Persons with Disabilities, the International Convention for the Protection of All Persons from Enforced Disappearance and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families and submits initial reports under at least three of these treaties

4.1.2 Relevant national laws are enacted and harmonized with international human rights standards and the South Sudan Human Rights Commission is strengthened and compliant with the Principles relating to the status of national institutions (Paris Principles)

4.1.3 Violations of human rights by SPLA and the police decrease by 50 per cent and the number of human rights violations being investigated increases by 50 per cent

4.1.4 Number of organizations and independent media that are established and advocating human rights increases by 10 per cent

4.1.5 Number of arrests/detentions of human rights defenders, journalists and civil society actors decreases by 70 per cent

4.1.6 Reduction in the total number of reported incidents of human rights violations in areas of conflict

Outputs

- Provision of advice to legislative assemblies at the national and state levels, through 2 consultative meetings on the human rights framework and process to harmonize national law with international legal obligations, including support for the elaboration and adoption of a national human rights action plan
- Provision of advice to the Government of South Sudan on the ratification of international treaties and related reporting obligations
- Provision of advice to the South Sudan Human Rights Commission, through 2 consultative meetings at the national and state levels and 5 capacity-building programmes for the Commissioners and staff of the Commission
- Provision of advice to the South Sudan Police Service, through at least 20 consultative meetings and 10 training workshops on human rights at the national and state levels and to SPLA through consultative meetings and 5 training programmes
- Provision of advice to the judiciary, through consultative meetings and 10 training workshops on human rights to judges, lawyers and prosecutors at the national and state levels
- Provision of 2 public reports on the human rights situation in the country, in close collaboration with the military, police, civil affairs and other civilian components to determine hot spots and identify vulnerable populations, design protection responses and provide training for uniformed personnel
- Conduct of 10 training programmes for civil society organizations, including journalists, on human rights, democracy and the rule of law, and community-sensitization programmes on human rights at the state and county levels, through radio programmes, meetings, discussions and other relevant media
- Provision of advice to the Government on nationality and citizenship laws, in coordination with UNHCR, electoral laws, in coordination with UNDP, and family law in conformity with international human rights standards as well as commentary on key legislation at the national and state levels

- Provision of advice to members of Parliament and to prison authorities, through 20 consultative meetings and 10 training workshops on the promotion and protection of human rights at the national and state levels and provision of advisory support, in collaboration with UNICEF, to the Ministry of Education on the incorporation of human rights education into the curriculum of secondary schools

Component 4: human rights

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Human Rights Division	—	1	16	17	1	**35**	33	30	**98**
Child Protection Unit	—	—	3	7	1	**11**	12	4	**27**
Women's Protection Unit	—	—	3	6	1	**10**	—	—	**10**
Gender Affairs Advisory Unit	—	—	2	2	1	**5**	9	2	**16**
Total proposed	**—**	**1**	**24**	**32**	**4**	**61**	**54**	**36**	**151**

[a] Includes National Officers and national General Service staff.

Human Rights Division

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	1	6	7	1	**15**	6	1	**22**
Field offices	—	—	10	10	—	**20**	27	29	**76**
Total proposed	**—**	**1**	**16**	**17**	**1**	**35**	**33**	**30**	**98**

[a] Includes National Officers and national General Service staff.

119. The Human Rights Division will take the lead in supporting the Government of South Sudan in implementing international human rights standards as a new nation and in appropriately preventing and addressing violations. The Division will provide technical advice and assistance to support the ratification and implementation of key international human rights treaties and conventions, in close coordination with specially mandated United Nations agencies, funds and programmes. The Division will monitor, investigate, verify and regularly report on actual and potential violations of human rights and international humanitarian law, bringing these to the attention of the national authorities and, in the case of gross violations, the Security Council. The Human Rights Division will also support the Government in preparing strategies for the development of national human rights capacities and institutions and provide advice and assistance to national and local authorities, especially military and police, on their obligations in respect of international humanitarian, human rights and refugee law, as part of the Mission-wide approach for the protection of civilians. In close collaboration with the South Sudan Human Rights Commission and United Nations agencies, funds and programmes and backstopped by the Office of the High Commissioner for Human Rights (OHCHR), the Division will contribute to building the capacity of national institutions for the promotion and

protection of human rights, with a particular focus on military, police and other justice and security sector institutions.

Mission headquarters

120. The Human Rights Division is led by the Director of Human Rights (D-2), who is responsible for overseeing the Mission's overall performance and discharge of its human rights mandate and for overseeing the strategic direction, management and operations of the Division in Juba and at the state and county levels. This senior-level post is critical given the prominence of human rights in the mandate of the Mission and the sensitivity of the issues involved. The Director will liaise at very high levels with senior Government officials to bring actual and potential violations of human rights to the attention of the authorities and assist the authorities in developing strategies to address these appropriately. The incumbent will serve as the representative of the United Nations High Commissioner for Human Rights in South Sudan. The Office of the Director is supported by one Human Rights Officer (P-3) and one Human Rights Officer (National Officer), who will be responsible for supporting the Director in planning, monitoring and evaluating the Division's activities and coordinating with UNMISS sections, United Nations system agencies and OHCHR, as required. The Office will also be supported by one Administrative Assistant (Field Service) and one Office Assistant (national General Service).

121. The Field Operations and Reporting Section is headed by a Senior Human Rights Officer (P-5), who supervises the overall monitoring, investigation and verification strategy of the Division, ensures good coordination with other Mission components, provides guidance and oversight to human rights officers in the field offices, supervises the production of reports and exercises quality control. The incumbent will be supported by one Human Rights Officer (P-4), who will assist in providing guidance to the field and will lead a mobile investigation and verification team, which can be deployed at short notice as required anywhere in the Mission area to conduct special investigations, enable closer liaison with national authorities on specific issues and provide support to the state teams. Three Human Rights Officers (P-3) will be dedicated to the analysis and coordination of reports from all the field offices and will be assigned to the Mobile Investigation and Verification Team to provide surge support to the field, as required. One Reporting Officer (P-2) will be responsible for the generation of daily, weekly and monthly summaries, contributions to mandated reporting and ad hoc thematic reports and a quarterly public report. Two Human Rights Officers (1 National Officer and 1 international United Nations Volunteer) will support the preparation and conduct of special investigations and the operations of the Mobile Investigation and Verification Team. An Office Assistant (national General Service) will support the Team.

122. Backstopped by OHCHR, the Technical Cooperation and Capacity-Building Unit will work with national authorities to formulate and deliver activities that build national and local capacity to promote and protect human rights, with particular attention to the South Sudan Human Rights Commission, military, police and other security sector and justice institutions. The Unit strives to ensure that human rights are mainstreamed in the work of the United Nations in South Sudan. The Unit is led by a Senior Human Rights Officer (P-5), who will oversee support to national institutions, in particular, the South Sudan Human Rights Commission, security and judicial institutions. The senior Human Rights Officer will engage with the national authorities regarding other capacity-building needs that may be met through the

work of UNMISS, OHCHR and other agencies, funds and programmes. The incumbent will be supported by five Human Rights Officers (1 P-4, 2 P-3 and 2 National Officers). In addition, two Human Rights Officers (P-4) will be embedded with the South Sudan Human Rights Commission to provide technical advice on the implementation of human rights instruments and treaties and to support the Commission in its development of strategies and targeting of international assistance.

Field offices

123. Human rights teams, based in the 10 state offices, will work under the protective environment cluster and be responsible for monitoring and capacity-building at the state and county levels, verifying and reporting on human rights violations and, as appropriate, liaising with authorities and assisting with the delivery of training. In each state, one Human Rights Officer (P-4) will lead the team and oversee all activities, including training local government, civil society and justice sector institutions, especially the police, prisons and the courts on human rights standards and norms. Wherever possible, this officer will be co-located with local counterparts. Three Human Rights Officers (1 P-3, 1 National Officer and 1 international United Nations Volunteer) will discharge the capacity-building mandate at the state level, liaising with national authorities and assisting with the delivery of training. Seven of the teams will be supported by both a Human Rights Assistant (national General Service) and an Office Assistant (national General Service) and three teams will be supported by only one Human Rights Assistant (national General Service). In addition, the Human Rights Division will deploy one Human Rights Officer (international United Nations Volunteer) as a human rights monitor in each of the 19 county support bases, with support and guidance provided from the team at the state level, under the protective environment cluster.

Child Protection Unit

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	3	1	1	**5**	2	—	**7**
Field offices	—	—	—	6	—	**6**	10	4	**20**
Total proposed	—	—	**3**	**7**	**1**	**11**	**12**	**4**	**27**

[a] Includes National Officers and national General Service staff.

124. The Child Protection Unit is responsible for supporting the implementation of a monitoring and reporting mechanism on grave violations against children and the Country Monitoring and Reporting Mechanism Task Force. The Unit will also support the implementation of the SPLA Action Plan in coordination with UNICEF in order to halt the recruitment and use of children and will engage other relevant parties to the conflict in dialogue on the development of separate action plans. It will also meet the additional obligations of monitoring and reporting on sexual violence against children, the killing and maiming of children and most recently, attacks on schools and hospitals. The Child Protection Unit will meet its obligations through the deployment of dedicated Child Protection Officers in states of greatest concern and in close coordination with the Women's Protection Adviser at the state

level and Human Rights Officers at the county level where no Child Protection Officer is deployed. The Unit will mainstream child protection concerns across the Mission and seek coordinated advocacy with the Government, along with other child protection actors to promote the best interests of children and youth and give them a voice on peace, security and development.

Mission headquarters

125. The Child Protection Unit will be led by a Senior Child Protection Adviser (P-5), who will provide overall coordination, guidance and advice on child protection concerns within the Mission. The Senior Child Protection Adviser will be supported by two Child Protection Advisers (P-4). One will focus on monitoring and reporting on issues relating to children in armed conflict and juvenile justice and will provide coordination and collaboration on related reporting mechanisms. The other will provide guidance, training and support to field-based teams. One Child Protection Officer (P-3) will support reporting obligations and training requirements and the management of a database on monitoring and reporting of grave violations against children. The team will be supported by one Child Protection Officer (National Officer) and two Administrative Assistants (1 Field Service and 1 national General Service).

Field offices

126. Six of South Sudan's 10 states are of heightened concern in respect of child protection, owing mainly to the activities of armed groups and the incidence of child recruitment. The Unit will therefore deploy one Child Protection Officer (P-3) each in Wau, Malakal, Bentiu, Yambio, Bor and Torit. They will be responsible for monitoring and reporting issues in relation to child protection and juvenile justice. Each of these six Officers will be supported by one Child Protection Officer (National Officer). In the other four state capitals — Rumbek, Kwajok, Juba and Aweil — which are less volatile and complicated in relation to child protection issues, the coverage of child protection issues will be undertaken by one Child Protection Officer (international United Nations Volunteer) and one Administrative Assistant (national General Service), supported as required by the Women's Protection Adviser present in those states. The Child Protection Unit at the state level will work closely with the Women's Protection Unit, the Human Rights Division and the Judicial Advisory Section under the protective environment cluster to avoid duplication and maximize synergy.

Women's Protection Unit

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	3	—	1	**4**	—	—	**4**
Field offices	—	—	—	6	—	**6**	—	—	**6**
Total proposed	**—**	**—**	**3**	**6**	**1**	**10**	**—**	**—**	**10**

[a] Includes National Officers and national General Service staff.

127. Women's Protection Advisers will be appointed to monitor, analyse and report on conflict-related sexual violence, including rape in situations of armed conflict and post-conflict, as stipulated in Security Council resolutions 1888 (2009), 1889 (2009) and 1960 (2010), and paragraph 24 of resolution 1996 (2011). Information gathered from the monitoring and reporting requirements (monitoring, analysis and reporting arrangements) will enable strategic advocacy, enhance prevention and programmatic responses for survivors and contribute to the development of comprehensive strategies to combat sexual violence. Implementing the monitoring, analysis and reporting arrangements will involve the systematic gathering of timely, accurate, reliable and objective information on conflict-related sexual violence. As information-gathering usually relates to incidents involving both women and children, the Women's Protection Unit will work closely with the Child Protection Unit. At headquarters, the two units will work together closely to ensure the monitoring, analysis and reporting arrangements and the related monitoring and reporting mechanism on children in armed conflict operate, as far as possible, on the basis of a collectively developed standardized data and information system. These units will also work closely with the United Nations country team, given the role of the respective United Nations agencies, funds and programmes in responding and providing assistance to survivors of sexual violence.

128. To avoid duplication of monitoring and reporting activities at the field level, the Women's Protection Unit will operate through the deployment of dedicated Women Protection Officers in states of greatest concern and states where no Child Protection Officer is deployed. Women Protection Officers will work in close coordination with the Child Protection Officer in all other states; and in close coordination with Human Rights Officers at the state and county level, under the protective environment cluster.

Mission headquarters

129. The Office at UNMISS headquarters will comprise three Women's Protection Advisers. The Senior Women's Protection Adviser (P-5) will chair the Working Group on Conflict-Related Sexual Violence and oversee the establishment of the new mechanism for monitoring, analysis and reporting arrangements, as required by Security Council resolution 1960 (2010). The Senior Adviser will analyse information, review data sources and facilitate coordination, prepare draft reports and promote and facilitate information-sharing on conflict-related sexual violence. In close coordination with the Child Protection Unit, the Senior Adviser will seek commitments from armed groups to prevent the occurrence of sexual violence and develop lists of perpetrators. The Office will be supported by one Administrative Assistant (Field Service), who will manage all administrative matters. The Senior Adviser will be supported by one Women's Protection Adviser-Gender (P-4) who will work with relevant components of the Mission to ensure the mainstreaming of sexual violence issues in line with the relevant resolutions, support the relevant actors in the Mission and United Nations country team on advocacy and sensitization in communities, specifically targeting men and help to strengthen the liaison between the uniformed components of the Mission and communities. The Senior Adviser will also be supported by one Women's Protection Adviser-Human Rights (P-4) who will help to ensure that there is a secure case information management system for conflict-related sexual violence. The incumbent will coordinate multidisciplinary teams to investigate violations of international human

rights law and violations of international humanitarian law as related to conflict-related sexual violence and will support the development of standard operating procedures for receiving information on such violence for the Mission's Joint Mission Analysis Centre and Joint Operations Centre sections. The Adviser-Human Rights will also work closely with the Human Rights component to support survivors of sexual violence seeking accountability and redress. The Adviser-Human Rights will support the relevant assessments, evaluations and development of sexual violence protection plans within the overall framework of the Mission's approach to the protection of civilians.

Field offices

130. Three Women's Protection Advisers (P-3) will be based in the following conflict-prone, high-priority state capitals: Malakal, Bor and Bentiu. Three additional Women's Protection Advisers (P-3) will be based in the following state capitals, where there is no international Child Protection Officer: Rumbek, Kwajok and Aweil. Of the six Advisers, three will be selected for specialized background in gender issues and three in human rights, so that together they form a coherent team, under the protective environment cluster.

Gender Affairs Advisory Unit

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters	—	—	2	1	1	**4**	1	—	**5**
Field offices	—	—	—	1	—	**1**	8	2	**11**
Total proposed	—	—	**2**	**2**	**1**	**5**	**9**	**2**	**16**

[a] Includes National Officers and national General Service staff.

131. The Gender Affairs Advisory Unit will advocate with the Government of South Sudan and partners on all forms of gender-based violence not covered under the monitoring and reporting requirements under Security Council resolution 1960 (2011). The Unit will provide training and technical advice to counterparts to promote women's participation in decision-making and help to raise awareness about the role of women in promoting peace and security. The Unit will use Council resolution 1325 (2000) as an advocacy tool to advance women's political empowerment, and develop simplified training materials on gender issues. In addition, the Unit will also provide technical and substantive support and training to all Mission components to build and strengthen their internal capacity to mainstream gender.

Mission headquarters

132. The Unit will be led by a Senior Gender Affairs Officer (P-5) reporting to the Deputy Special Representative (Humanitarian Coordinator/Resident Coordinator). The Senior Officer will provide strategic leadership and vision and overall coordination of the work of the Unit. The incumbent will provide technical expertise to senior Mission management in developing, implementing and monitoring the

Mission's strategy on gender mainstreaming. In addition, the Senior Officer will provide technical expertise and advice to Mission sections on how to mainstream gender in the Mission's policies and activities; coordinate and collaborate with United Nations agencies, funds and programmes on gender issues; and engage with senior national counterparts on promoting women's participation in political decision-making and public leadership.

133. One Gender Affairs Officer (P-4) will support the Senior Officer in providing technical support in promoting women's political participation and public leadership. This will include advocacy with state authorities, engagement with the leadership of political parties at all levels, support to civil society organizations engaged in promoting women's leadership and the development of training and advocacy materials on women's political participation. The Officer will liaise with the National Officers on the ground to support training and create networks of potential women leaders. One Gender Affairs Officer (P-3) will conduct internal gender training for the military, civilian and United Nations police components of the Mission; develop training materials; support the Senior Gender Adviser in advocating for women's political participation in decision-making at the national level; and develop a database for national-based civil society organizations working on women's political participation. In addition, the incumbent will be responsible for the Unit's reporting obligations. An Administrative Assistant (Field Service) will provide administrative support for the team at Mission headquarters and in the field and will be assisted by one Office Assistant (national General Service).

Field offices

134. One Gender Affairs Officer (P-3) will be located in Bor and will cover the volatile areas of Upper Nile, Jonglei and Unity States. The Officer will conduct internal gender training for the military, civilian and police components of the Mission and liaise with the state governments and assemblies, civil society organizations, political parties and other institutions to enhance women's political participation in decision-making at the state level. The incumbent will also mentor the National Officers in these states. One Office Assistant (national General Service) in Bor will provide administrative support to the Gender Unit team in Upper Nile, Jonglei and Unity States. At the state level, seven Gender Affairs Officers (National Officers) and two Gender Affairs Officers (international United Nations Volunteers) will advocate with counterparts and civil society organizations at the state and local levels to support women's political empowerment and gender equality and to promote the role of women in political decision-making forums. They will also help other state-based Mission staff to effectively address gender issues within their respective areas.

Component 5: support

135. The support component of the Mission will provide effective and efficient logistical, administrative and security services in support of the implementation of the UNMISS mandate through the delivery of related outputs.

136. Senior Mission Support leadership will be based in Juba, providing strategic direction, policy guidance and liaison with the Government of South Sudan, United Nations Headquarters and other peacekeeping operations. Support will be deployed as far forward as possible to provide all essential field-based functions as close as

possible to clients in order to reduce response times and achieve both cost-effectiveness and economies of scale at various points in the overall delivery of services. This delivery of field-based support will be supplemented by the establishment of transactional back-office processes in the Regional Service Centre at Entebbe.

137. The UNMISS support concept will apply the principles of the global field support strategy. It will be guided by three primary considerations: the need to support a decentralized UNMISS presence; the need for a high level of mobility across very remote locations on a temporary or permanent basis; and the development of national capacity.

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient logistical, administrative and security support to the Mission	5.1.1 Establishment of a Mission headquarters, 10 state offices and 19 county support bases
	5.1.2 Recruitment and deployment of 84 per cent of civilian personnel by 30 June 2012
	5.1.3 Reduction in civilian staffing levels through outsourcing (baseline: 11 per cent)

Outputs

Military, police and civilian personnel

- Emplacement, of an average strength of 7,000 military contingent personnel (including 825 engineering enabling troops, 166 military observers and 168 staff officers) and 560 United Nations police officers
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for military personnel
- Administration of 3,553 civilian staff, comprising 957 international staff, 1,590 national staff, 506 United Nations Volunteers and 500 temporary assistance staff
- Provision of training to 800 national staff on records and data management, office management, protocol, public relations, mechanics, masonry, carpentry, electricity, plumbing, ironworks and air conditioning

Facilities and infrastructure

- Completion of offices and accommodation facilities for substantive staff at Mission headquarters in Juba
- Construction and maintenance of the UNMISS headquarters in Juba and at 10 state capital locations
- Upgrade of 19 county support bases
- Operation and maintenance of United Nations-owned equipment, including: 14 water treatment plants; 42 wells and 38 wastewater treatment plants across the Mission; and 389 United Nations-owned generators, operated and maintained (Juba 158, Wau 95, Malakal 88 and 48 for county support bases)
- Upgrade and maintenance of 11 airfields and 30 helicopter landing sites

Ground transportation

- Operation and maintenance of 3,078 United Nations-owned vehicles, including 15 armoured vehicles, and 2,255 contingent-owned vehicles, through 10 workshops in 10 locations

- Provision of 5.9 million litres of petrol, oil and lubricants for United Nations-owned and contingent-owned vehicles

Air transportation

- Operation and maintenance of 9 fixed-wing and 23 rotary-wing air assets, including 7 military-type air assets
- Provision of 21,900 flight hours, of which 8,700 will be for fixed-wing and 13,200 hours for rotary-wing aircraft
- Supply of 20.7 million litres of petrol, oil and lubricants for air operations

Communications

- Support and maintenance of 30 microwave links and 44 very-small-aperture terminals (VSAT)
- Support and maintenance of 58 very high frequency (VHF) repeaters, 78 high-frequency (HF) base stations and mobile radio communications and 39 telephone exchanges
- Implementation of a Tetra project in 3 sites — Malakal, Wau and Juba

Information technology

- Support and maintenance of 126 servers, 3,188 desktop computers, 1,763 laptop computers, 337 printers and 110 digital senders, in 39 sites
- Support and maintenance of 38 local area networks (LAN) and wide area networks (WAN) for 3,288 users in 38 locations

Medical

- Operation and maintenance of 11 United Nations-owned level-I clinics, including 1 medical station in the Regional Service Centre, 12 contingent-owned level-I clinics and 3 contingent-owned level-II hospitals
- Maintenance of land and air evacuation arrangements for all Mission locations, including to 7 level-IV hospitals (1 in Nairobi, 3 in Cairo, 3 in Entebbe) and 1 aerial medical evacuation arrangement outside the Mission area
- Production of capacity-building manuals, course packages, information, education and communication materials
- Promotion of the HIV/AIDS-prevention strategies and awareness in the Mission area and for all Mission personnel; continuation of an HIV/AIDS sensitization programme for all Mission personnel; and operation and maintenance of HIV/AIDS voluntary confidential counselling and testing services for UNMISS staff

Security

- Provision of security services 24 hours a day 7 days a week throughout the Mission area
- 24-hour close protection to senior Mission staff and visiting high-level officials
- Residential security guidance on minimum operating residential security standards and site assessments provided to 100 residences
- Conduct of a total of 433 information sessions on security awareness and contingency plans for all Mission staff

Component 5: support

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	
Office of the Director of Mission Support	—	2	11	7	21	**41**	28	20	
Administrative Services[b]	—	1	24	31	86	**142**	248	77	
Integrated Support Services[b]	—	1	31	46	231	**309**	890	195	1
Safety and Security Section[b]	—	—	2	38	107	**147**	515	—	
Total proposed	—	**4**	**68**	**122**	**445**	**639**	**1 681**	**292**	2

[a] Includes National Officers and national General Service staff.
[b] Includes positions funded under general temporary assistance.

Office of the Director of Mission Support

	International staff							
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers
Mission headquarters		2	7	6	8	**23**	6	1
Field offices	—	—	4	1	13	**18**	22	19
Total proposed	—	**2**	**11**	**7**	**21**	**41**	**28**	**20**

[a] Includes National Officers and national General Service staff.

138. The Office of the Director of Mission Support provides administrative, logistical and technical support to the military, civilian police and other civilian substantive offices of UNMISS in the implementation of the mandate of the Mission. The level of responsibilities requires that the post of the Director of Mission Support is proposed at the D-2 level. The Deputy Director of Mission Support (D-1) will coordinate with the Chief, Administrative Services, the Chief, Integrated Support Services and the Regional Service Centre at Entebbe, to support the State Administrative Officers to deliver administrative and logistics support to the states and counties. Offices reporting directly to the Director include: the Budget Section; the Aviation Safety Unit; the Board of Inquiry and the State Administrative Offices.

Mission headquarters

139. The Office of the Director of Mission Support, in addition to being supported by the Deputy Director, will be supported by a Senior Administrative Officer (P-5), responsible for managing the front office of the Director. The Senior Administrative Officer acts as a focal point for Mission audits, including conduct and discipline and issues related to the Office of Internal Oversight Services, liaises with the Chief of Staff's Office on issues related to the Ministry of Foreign Affairs and the issuance of Mission policies. The Office will also be supported by two Administrative Officers (1 P-4 and 1 National Officer) and two Administrative Assistants (1 Field Service and 1 national General Service).

140. The Support Planning and Policy Unit also supports the Office of the Director of Mission Support and consists of three Planning Officers (1 P-4, 1 P-3 and 1 National Officer) and two Assistants (1 Field Service and 1 national General Service), who will focus solely on the coordination of new projects, requests for one-off support from substantive offices, coordination with other United Nations bodies and the activities of the United Nations country team. This capacity will serve the planning and organizing responsibilities of the Director by serving as the first port of call for all requests for support from the military and substantive components, the field offices as well as from other members of the United Nations system in South Sudan; translate those demands into mission support implementation plans and recommendations that will synchronize all support activities; and monitor the functioning of the supply chain to assess client satisfaction.

141. The Budget Section is responsible for overseeing the preparation of the Mission's budgets, performance reports, providing guidance on trust fund management, reviewing donor agreements, memorandum of understanding, cost plans, reviewing progress reports and preparing financial reports for donors and collaborating with the Strategic Planning Office on the management of quick-impact projects. The Budget Section will be headed by a Chief Budget Officer (P-5), who will be responsible for the overall coordination of the Mission's budget formulation and allotment management. The Chief Budget Officer will be supported by five Budget Officers (2 P-4, 2 P-3 and 1 Field Service), four Budget Assistants (Field Service) and one Office Assistant (national General Service).

142. The Aviation Safety Unit ensures that international standards for safety are met in all aircraft and aerodromes and liaises on common issues with its counterparts in other missions in the region. The Aviation Safety Unit is headed by a Chief Aviation Safety Officer (P-4) and supported by an Air Safety Officer (P-3), a Health and Safety Officer (P-3) and an Administrative Assistant (national General Service).

143. The Board of Inquiry is responsible for preparing Board reports, establishing rosters of cases and monitoring implementation for all Board of Inquiry recommendations. The unit is headed by a Board of Inquiry Officer at the P-3 level and is supported by two Board of Inquiry Assistants (1 Field Service and 1 international United Nations Volunteer).

Field offices

144. The mission support element of the administrative and technical support provided to the 10 state offices and 19 county support bases is coordinated by the Deputy Director of Mission Support. The four state capitals in Malakal, Bor, Bentiu and Wau are led by Administrative Officers (P-4) based on their strategic importance. The five state capitals in Torit, Yambio, Aweil, Kwajock and Rumbek are led by Administrative Officers at the Field Service level. For Juba, this function will be provided by staff at UNMISS headquarters. Seven of the state capitals are supported by Administrative Assistants (Field Service) with cross-functional skills and the capacity to provide customer service for both finance and human resources services. There are also 22 Office/Administration Assistants (national General Service) located throughout the 10 state offices. Specialized functions and processes that cannot be carried out by these staff will be centralized in the support hubs (Malakal, Wau and Juba), with roving teams dedicated to supporting all locations. In

support of national capacity-building objectives, each of the 19 county support bases will have one Administrative Officer (international United Nations Volunteer) responsible for the coordination of the administrative work, liaison with the state capital and the provision of basic support to the county support bases staff.

145. Because of the heavy aircraft traffic between Wau, Rumbek, Raja, Aweil, Kwajok, Abyei and Entebbe, a field office will be established in Wau to coordinate aviation safety activities, including safety inspections, surveys and assessments, and to conduct investigations of aviation incidents. The office will be staffed by an Aviation Safety Officer (P-3). Another office is already established in Malakal to carry out the same activities and will be staffed by an Aviation Safety Officer (Field Service).

Administrative Services

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Mission headquarters[b]	—	1	16	22	39	**78**	82	29	**189**
Entebbe	—	—	8	5	36	**49**	51	3	**103**
Field offices	—	—	—	4	11	**15**	115	45	**175**
Total proposed	—	**1**	**24**	**31**	**86**	**142**	**248**	**77**	**467**

[a] Includes National Officers and national General Service staff.
[b] Includes 1 position funded under general temporary assistance (1 P-3).

146. Administrative Services is headed by a Chief of Administrative Services (D-1), who is responsible for establishing sound policies, proper accounting procedures, standards and tools that are consistent with United Nations policy and practice in order to ensure financial management and control; provides guidance, support and supervision to senior administrative staff; guides, evaluates, supervises and mentors administrative support and other staff in areas of his/her responsibility; and is the primary adviser to senior management on the implementation and interpretation of all directives, policies and rules in the support area of responsibility. Administrative Services comprises the United Nations Volunteer Support Unit, the Staff Counselling and Welfare Unit and the Finance, Human Resources, Procurement, Contracts Management, Medical Services, General Services and Training Sections. The Chief of Administrative Services will also be responsible for the delivery of high-quality services, mainly from the Regional Service Centre at Entebbe, with some staff in South Sudan for face-to-face interaction on any urgent matters. Personnel at all locations will report functionally to their respective Administrative Services sections and execute their responsibilities in accordance with the guidelines established by the Director of Mission Support and the Chief of Administrative Services. In order to ensure compliance with all directives, policies and rules of the United Nations and effective management, the post of the Chief of Administrative Services is proposed at the D-1 level, based in Juba. The immediate office of Administrative Services is supported by four Administrative Officers (1 P-4, 1 P-3, 1 international United Nations Volunteer and 1 National Officer), one Administrative Assistant (Field Service) and one Office Assistant (national General Service).

147. The Staff Counselling and Welfare Unit is responsible for supporting the Mission personnel in the areas of stress management and personal counselling as well as recommending welfare improvements and monitoring the implementation of welfare measures in compliance with Department of Peacekeeping Operations rules, regulations and policies. Staff counselling services will be headed by a Staff Counsellor at the P-4 level, with one Staff Counsellor (P-3) and one Welfare Officer (P-3). The day-to-day functioning of the Office will be supported by two Administrative Assistants (1 Field Service and 1 national General Service).

148. The functions of the Finance Section will include implementing financial controls, maintaining and administering Mission accounts, disbursing funds in settlement of invoices from vendors and suppliers and staff travel claims, administration of the national staff payroll and subsistence allowance payments and administration of the Mission bank accounts in full compliance with the United Nations Financial Regulations and Rules. For efficient and effective management of the Mission's finances, the Section is divided into five functional units, namely the Office of the Chief, Accounts, Payments, Payroll and the Cashier's Office. Front-office tasks that need face-to-face interaction on any urgent matters will be performed from South Sudan. The finance function in Juba will be headed by a Finance Officer (P-4) and supported by a Finance Officer (Field Service), an Associate Finance Officer (National Officer), 12 Finance Assistants (4 Field Service, 6 national General Service and 2 international United Nations Volunteers) and an Office Assistant (national General Service).

149. The Human Resources Section provides integrated and strategic human resources management services to the Mission in planning staff requirements, staff administration and recruitment. In addition, the Section prepares and reviews job descriptions for the various functions in the Mission; establishes and administers the work of local permanent and ad hoc panels; administers all official travel and visa requirements for the Mission; oversees the monitoring of military observers and civilian police entitlements and advises United Nations personnel on entitlements and benefits in line with the status of their appointments and the guidelines and procedures to be followed in matters concerning their service with UNMISS; and undertakes an advisory role in planning, resource allocation, identification and matching of skills gaps, the retention of best performers and the development of staff. The Human Resources Section is headed by a Chief Civilian Personnel Officer at the P-5 level, based in Juba. The office of the Chief Civilian Personnel Officer will be supported by a Human Resources Officer (P-3), an Associate Human Resources Officer (P-2), 13 Human Resources Assistants (2 Field Service and 11 national General Service), an Administrative Assistant (Field Service) and an Office Assistant (national General Service). Other human resources functions based at headquarters will be the Human Resources Information Technology Unit, staffed by two Human Resources Assistants (1 Field Service and 1 national General Service); the United Nations Military Observer/United Nations Civilian Police Monitoring Unit, staffed by four Human Resources Assistants (1 Field Service and 3 national General Service) and one Office Assistant (national General Service); and the Travel Unit, staffed by a Chief Travel Officer (Field Service) and two Associate Protocol Officers (National Officers), five Travel Assistants (3 Field Service and 2 national General Service) and an Office Assistant (national General Service).

150. The General Services Section comprises the Facilities Management Unit, the Information Management Unit, the Administrative Controls Unit and the Receiving

and Inspection Unit and is responsible for the processing of claims and property survey cases, mail/pouch operations, document reproduction services, registry and electronic archives, conference/translation and interpretation services, and facilities and transit camp management services. The Section is headed by a Chief General Services Officer (P-5), supported by a Deputy General Services Officer (P-4) and two Administrative Assistants (1 Field Service and 1 national General Service). The Facilities Management Unit is responsible for conference services and the upkeep and maintenance of accommodations and the management of all Mission land and property lease contracts. It is staffed by two Facilities Management Officers (1 P-4 and 1 P-3), two Facilities Management Assistants (1 Field Service and 1 national General Service), two General Service Assistants (1 international United Nations Volunteer and 1 national General Service) and one Administrative Assistant (national General Service). The Information Management Unit provides information management support through a Mission-wide record-keeping database system and physical archives services, mail/pouch and document reproduction services, and translation/interpretation services. It is staffed by two Information Management Officers (1 P-4 and 1 P-3), one Translator (P-3), seven Information Management Assistants (2 Field Service, 2 international United Nations Volunteers and 3 national General Service), three Mail Assistants (1 Field Service and 2 national General Service), and two Language Assistants (national General Service). The Administrative Controls Unit supports the Property Survey Board, the Local Contracts Committee and the Claims Review Board. It is staffed by a Claims Officer (P-3), an Associated Claims Officer (National Officer) and five Claims Assistants (3 Field Service and 2 national General Service). The Receiving and Inspection Unit, staffed by five Receiving and Inspection Assistants (3 Field Service and 2 national General Service), responsible for receiving and inspecting all commodities at all locations.

151. The Health Services Section, headed by a Chief Medical Officer (P-5), delivers medical care to all UNMISS personnel, provides health maintenance and preventive medical treatment, coordinates medical and casualty evacuations within and outside the Mission area and plans for medical contingencies. The Medical Section will support 11 clinics in South Sudan and 1 clinic in Entebbe. The Juba staffing will comprise six Medical Officers (1 P-4, 1 P-3, 2 National Officers and 2 international United Nations Volunteers), one Head Nurse (P-2), eight Nurses (2 Field Service, 4 national General Service and 2 international United Nations Volunteers), four Pharmacists (1 P-3 and 3 international United Nations Volunteers), two Medical Technicians (international United Nations Volunteers), two Laboratory Technicians (national General Service), three Administrative Assistants (1 Field Service, 1 national General Service and 1 international United Nations Volunteer), six Drivers (national General Service) and three Office Assistants (national General Service).

152. The Training Unit is responsible for developing, delivering and assessing a complex programme of organizational and institutional professional development to both international and national staff along with the delivery of programmes appropriate to UNMISS military and police personnel. The Training Unit is also mandated to compile the training budget for all UNMISS sections and play an advisory role to all UNMISS sections (substantive and support) on training matters. The Unit will be headed by a Training Officer (P-4) and supported by four Training Officers (2 P-3, 1 National Officer and 1 international United Nations Volunteer)

and a Training Assistant (national General Service). There will also be one additional Training Officer (P-3) funding by general temporary assistance to cover surge requirements in the first year of the Mission.

153. The United Nations Volunteer Support Unit will facilitate the liaison between UNMISS and the United Nations Volunteer headquarters in Bonn for the administration of the proposed 464 international and 42 national United Nations Volunteers. The responsibilities of the United Nations Volunteer Support Unit include all human resources and finance issues and monitoring the well-being and security of United Nations Volunteers. The Unit is headed by a Programme Manager provided by the United Nations Volunteer headquarters in Bonn. The Unit is also supported by four Administrative Officers (3 international United Nations Volunteers and 1 national United Nations Volunteer) and two Administrative Assistants (national General Service).

154. The Procurement Section is the office responsible for the purchase and rental of goods and services for the Mission. This involves the invitation of vendors to register, submit quotations, bids and proposals as well as the establishment and management of contracts. The Section will be headed by a Chief, Procurement Section (P-5), based in Juba and supported by an Administrative Unit handling the registration of vendors, market surveys and other administrative roles. The Unit will comprise a Procurement Officer (P-3), three Procurement Assistants (2 international United Nations Volunteers and 1 national General Service), one Administrative Assistant (Field Service) and one Office Assistant (national General Service). Owing to the volume and complexity of the Mission's requirements, there will be three Purchasing Units based in Juba, each headed by a Contracts Officer or Procurement Officer (P-4). They are supported by two Procurement Officers (P-3) and 14 Procurement Assistants (5 Field Service, 4 national General Service and 5 international United Nations Volunteers).

155. The Contracts Management Section is the office responsible for the management of service and engineering contracts. The Section will be headed by a Chief Contracts Management Officer (P-4), supported by an Office Assistant (national General Service). There will be four units within the Section: the Fuel Unit will be staffed by a Contract Management Officer (P-3) and two Contract Management Assistants (1 national General Service staff and 1 international United Nations Volunteers); the Rations Unit will be staffed by a Contract Management Officer (P-3) and two Contract Management Assistants (1 Field Service and 1 national General Service); the Camp Support and Services Unit will be staffed by a Contract Management Officer (P-3) and two Contract Management Assistants (1 Field Service and 1 national General Service); and the Engineering Unit will be staffed by a Contract Management Officer (P-3) and two Contract Management Assistants (1 Field Service and 1 national General Service). All Contracts Management Section staff will be based in Juba given the requirement to support various self-accounting units during the contract life cycle. Site visits will be conducted by staff members who will be rotated to the state and county levels for a certain period of time to observe and obtain first-hand information on contractors' performance and quality assurance by the self-accounting units.

Field offices

State offices

156. Administrative services will also be provided at the state level by staff deployed from the Staff Counselling and Welfare Unit, the Training Unit and the Medical, General Services, Human Resources and Finance Sections. Counselling and welfare services will be provided to eight state capitals, which will be supported with five Staff Counsellors (1 National Officer and 4 international United Nations Volunteers), three Welfare Officers (international United Nations Volunteers), one Welfare Assistant (national General Service) and seven Administrative Assistants (national General Service).

157. Two state capitals, Malakal and Wau, will be hubs for Finance and Human Resources Services. Each service will be headed by a Finance Officer (P-3) and a Human Resources Officer (P-3) and supported by a total of eight Finance Assistants (3 Field Service, 3 national General Service and 2 international United Nations Volunteers) and eight Human Resources Assistants (2 Field Service, 4 national General Service and 2 international United Nations Volunteers).

158. Medical services are provided to nine state capitals by 18 Medical Officers (9 National Officers and 9 international United Nations Volunteers), 24 Nurses (13 international United Nations Volunteers and 11 national General Service) and three Laboratory Technicians (national General Service) and office support provided by four Drivers (national General Service). Medical services for Central Equatoria will be provided by staff at UNMISS headquarters.

159. Staff of the General Services Section are present in the 10 state capitals and 19 county support bases in South Sudan. In the 10 state offices, there are 2 Facilities Management Officers (Field Service), 17 Facilities Management Assistants (1 international United Nations Volunteer and 16 national General Service), 23 General Services Assistants (4 Field Service, 8 international United Nations Volunteers and 11 national General Service staff), 10 Mail Assistants (national General Service) and 10 Language Assistants (national General Service). The 19 county support bases will each have one Facilities Management Assistant (national General Service).

160. The Training Unit will have three highly mobile teams covering the 10 states to assess training needs, deliver training, monitor and evaluate training and train national staff. This will be supported by training hubs in Juba, Wau and Malakal. The staffing at the state-capital level will include six Training Officers (3 National Officers and 3 international United Nations Volunteers) and three Training Assistants (national General Service).

Entebbe

161. The Chief Finance Officer is at the P-5 level and based in Entebbe. The Finance Office in Entebbe also includes one Administrative Assistant (national General Service), one Database Administrator (Field Service), one Information Systems Assistant (Field Service) and an Office Assistant (national General Service). For accountability and management purposes, each unit (Accounts, Payments, Payroll and Cashier) is headed at the appropriate level by a Finance Officer (4 P-4). The heads of these units will also be based in Entebbe. The Payments Unit is supported by an Associate Finance Officer (National Officer) and

nine Finance Assistants (4 Field Service and 5 national General Service). The Accounts Unit is supported by six Finance Assistants (2 Field Service and 4 national General Service) and one Office Assistant (national General Service). The Payroll Unit is supported by an Associate Finance Officer (National Officer) and nine Finance Assistants (3 Field Service and 6 national General Service). The Cashier Unit is supported by a Cashier (Field Service) and three Finance Assistants (national General Service).

162. The Human Resources Section is based mainly in Entebbe and is headed by a Human Resources Officer at the P-4 level and supported by a Human Resources Officer (P-3) and two Associate Human Resources Officers (P-2). For adequate management and accountability, the Human Resources Section at Entebbe will be divided into the following units: (a) the Post Management Unit (4 Human Resources Assistants (3 Field Service and 1 national General Service) and one Human Resources Officer (National Officer)); (b) the Staff Entitlements Unit (2 Human Resources Officers (1 P-4 and 1 Field Service), 9 Human Resources Assistants (5 Field Service, 3 national General Service and 1 international United Nations Volunteer) and 1 Office Assistant (national General Service)); (c) the National Staff Unit (2 Human Resources Officers (1 Field Service and 1 National Officer) and 7 Human Resources Assistants (3 Field Service, 3 national General Service and 1 international United Nations Volunteer)); (d) the Recruitment Unit (2 Human Resources Officers (1 P-4 and 1 Field Service) and 6 Human Resources Assistants (3 Field Service, 2 national General Service and 1 international United Nations Volunteer)); (e) the Attendance Monitoring Unit (5 Human Resources Assistants (2 Field Service and 3 national General Service)); (f) the Check-in/Check-out Unit (4 Human Resources Assistants (2 Field Service and 2 national General Service)); and (g) the Travel Unit (1 Travel Assistant (Field Service and 2 national General Service staff) and 1 Travel Officer (National Officer)).

163. Entebbe will have one Medical Officer (National Officer), one Nurse (national General Service) and one Administrative Assistant (national General Service) to provide the required medical support to the Mission staff and their dependants.

164. The Training Unit will have one Training Officer (P-3) based in Entebbe to provide the required induction training to the new arrivals to the Mission.

165. The Procurement Section will have eight staff based in Entebbe to support the Mission's procurement activities. Four Procurement Officers (1 P-3 and 3 National Officers) and four Procurement Assistants (2 Field Service and 2 national General Service) will establish regional long-term system contracts for commonly required goods and services with the aim of shortening procurement processes and avoiding duplication of efforts.

Integrated Support Services

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***[a]
Mission headquarters[b]	—	1	26	20	95	**142**	250	41	**433**
Entebbe	—	—	1	1	4	**6**	3	—	**9**
Mombasa	—	—	1	—	3	**4**	10	—	**14**
Field offices[b]	—	—	4	24	129	**157**	627	154	**938**
Total proposed	**—**	**1**	**32**	**45**	**231**	**309**	**890**	**195**	**1 394**

[a] Includes National Officers and national General Service staff.

[b] Includes 20 positions funded under general temporary assistance (20 Field Service).

166. Integrated Support Services is headed by a Chief of Integrated Support Services (D-1), who plans, coordinates and delivers technical and logistical support to the Mission's substantive and military and civilian police resources, including integrated civilian-military logistics support planning; implements engineering projects and the maintenance of buildings; and manages air and transport operations, communications and information technology services, the provision of general supplies and the movement of equipment, goods and supplies throughout the Mission area. Integrated Support Services is also responsible for producing verification reports with respect to troop-contributing countries under a memorandum of understanding and for verification — upon arrival and subsequently, on a periodic basis — of contingent-owned equipment and self-sustainment of the contingents.

167. The Office of the Chief Integrated Support Services will be structured in line with the requirements to continuously do more with less. Two main functions will be centralized in the Office of the Chief: business process management and resource management. The Business Process Management Unit is to take the lead in streamlining the business processes and to oversee the introduction and implementation of supply chain management (including integrated warehousing and multimodal transport), in line with the hub-and-spoke concept. The Resource Management Unit will oversee the planning, monitoring of and reporting on human and financial resources within the Service. A key expected outcome of the introduction of supply chain management is a horizontally integrated operational set-up. It is envisaged that non-section-specific functions such as warehousing, asset management and inventory control will be merged into a single integrated supply chain, maximizing efficiencies in terms of response times and accuracy and minimizing costs.

168. The Resource Management Unit will enable informed decision-making and proper resource management in line with established and agreed upon mission support priorities.

169. It is expected that further efficiencies and economies of scale can be introduced from the second year as the operating model takes shape and the fine-tuning can start.

Mission headquarters

170. Integrated Support Services comprises the Office of the Chief, the Joint Logistics Operations Centre, the Movement Control Section, the Communications and Information Technology Section, the Property Management Section, the Geographic Information Services Section, the Transport Section, the Aviation Section, the Supply Section and the Engineering Section. The Chief maintains close contact with the Office of the Chief of Administrative Services, the Military Chief of Staff, the Deputy Police Commissioner, the Chief Military Observer and other section chiefs in matters related to the coordinated implementation of mission support plans. The Office also coordinates Integrated Support Services inputs for the Mission's budget proposals.

171. The immediate Office of the Chief of Integrated Support Services in Juba consists of the Chief of Integrated Support Services and 10 other posts as follows: a Deputy Chief of Integrated Support Services (P-5), a Business Process Manager (P-5), a Logistics Officer (P-4), two Administrative Officers (1 P-4 and 1 P-3), a Best Practices Officer (P-3), a Quality Control Assistant (Field Service), two Logistics Officers (National Officers) and an Administrative Assistant (Field Service).

172. The Joint Logistics Operations Centre, headed by a Chief of the Joint Logistics Operations Centre (P-5), is responsible for providing coordination and a control centre for all operations and planning requirements of Integrated Support Services. Primary responsibility includes the provision of support for the deployment, redeployment and sustaining of military contingents and civilian personnel deployed in the Mission area and as a focal point for coordinating logistics operations between UNMISS and the humanitarian/development community in South Sudan. This will be accomplished by using robust and forward deployed elements of the Joint Logistics Operations Centre, assuring a quick response and return time. The Joint Logistics Operations Centre in Mission headquarters will continue to monitor all operations while advising headquarters' intent to the field level through operational planning and coordination. The Chief will be assisted by two Logistics Officers (P-3), five Associate Logistics Officers (2 P-2 and 3 National Officers) and three Logistics Assistants (national General Service).

173. The Geographic Information Services Section is responsible for the collection, verification, management, storage and manipulation of the geospatial data and analysis of such data so as to derive products to be utilized in planning, briefing, security and operations. The Section will also undertake the production and distribution of maps in both printed and electronic form in the form of digital files and Intranet mapping services, and will coordinate all mapping and Geographic Information Services efforts through the Sudan Inter-Agency Mapping Working Group, which comprises all United Nations system agencies, many NGOs and representatives of the Government of South Sudan. The Section is headed by the Chief, Geographic Information Services and Mapping (P-4), and assisted by an Associate Geographic Information Officer (P-2), a Geographic Information Officer (Field Service) and eight Geographic Information Assistants (1 Field Service, 4 national General Service and 3 international United Nations Volunteers).

174. The Movement Control Section, headed by a Chief Movement Control Officer (P-5), is responsible for the planning and execution of all movements of personnel and cargo by air, sea, rail and road within, to and from the Mission area; the

deployment, rotation and repatriation of military contingents, contingent-owned and United Nations-owned equipment; customs clearance and freight forwarding, including dangerous goods; passenger and cargo handling; and warehousing operations at the airport and the logistics base. The Movement Control Section comprises two units: (a) the Joint Movement Control Coordination Centre, comprising the troop rotations unit, the passenger booking unit, the freight planning unit and the customs clearance unit, and is responsible for the overall detailed advance planning and coordination of all major, non-routine movements and the deployment, rotation and repatriation of military contingents as well as the redeployment in-theatre of formed military units; and (b) the Administrative Unit, responsible for all administrative matters related to movement control. Headquarters staff will comprise, in addition to the Chief Movement Control Officer, 4 Movement Control Officers (1 P-4, 1 P-3 and 2 National Officers) and 43 Movement Control Assistants (8 Field Service, 33 national General Service and 2 international United Nations Volunteers).

175. The Aviation Section, headed by a Chief Aviation Officer (P-5), plans and coordinates the utilization of the Mission's air assets, including commercial aircraft and aircraft provided under the letters-of-assist arrangements; implements a coordinated air support system throughout the Mission area; develops and implements aviation standard operating procedures; is responsible for the operational control of the air charter contracts, airfield services and airfield rehabilitation projects; manages air terminal operations; arranges for surveys and assessment of airfields in remote sites and helicopter landing zones; provides threat assessment, aeronautical and meteorological information to aircrews; liaises with national and international aviation authorities; and arranges flight clearances and flight tracking. The Chief Aviation Officer is assisted by a Chief Airfield Officer (P-4), Chief Air Operations Officer (P-4), Air Operations Officer (P-3), Fire Safety Officer (P-3), Air Operations Officer (Field Service), 40 Air Operations Assistants (11 Field Service, 22 national General Service, and 7 international United Nations Volunteers).

176. The Transport Section, which includes the Fleet Maintenance Unit, is headed by a Chief Transport Officer (P-5), who plans, organizes and controls the Mission's vehicular transportation services, arranges for the maintenance and repair of the Mission's vehicle fleet and operation of the vehicle workshops, allocates and distributes vehicles, formulates and implements road safety standards and procedures and maintenance guidelines, manages spare-parts stores and supplies and provides dispatch services. The Transport Section at Juba will have an oversight function on all transport related operations in the Mission and provide technical and administrative support to the field units. The Chief Transport Officer is assisted by five Transport Officers (1 P-4, 2 P-3 and 2 Field Service), 17 Vehicle Technicians (7 Field Service and 10 national General Service), 21 Transport Assistants (4 Field Service, 10 national General Service staff and 7 international United Nations Volunteers), 10 Vehicle Mechanics (national General Service) and 51 Drivers (national General Service).

177. The Property Management Section is responsible for the monitoring, reporting and verification of all United Nations equipment within the Mission, either contingent-owned or United Nations-owned, and the disposition of all United Nations-owned assets, in accordance with the United Nations rules and delegated authority pertaining to property survey, to the disposal and ultimate liquidation of

physical property. The Section is headed by a Chief Property Management Officer (P-5) and supported by a Property Management Officer (P-4) and a Property Management Assistant (Field Service), an Information Management Assistant (Field Service) and a Database Administrator (Field Service).

178. The Property Management Section comprises four units that will be based around the Mission area with responsibilities in each of the regional offices as well as in headquarters. The Contingent-Owned Equipment Unit, staffed by a Contingent-Owned Equipment Officer (P-3) and two Contingent-Owned Equipment Assistants (Field Service), is responsible for the arrival, periodical and repatriation verification inspections of contingent-owned equipment and self-sustainment capabilities, maintenance of the contingent-owned equipment databases and providing guidance to contingent personnel on United Nations contingent-owned equipment policies and procedures. The Property Control and Inventory Unit is staffed by a Property Control and Inventory Officer (P-3), an Associate Property Control and Inventory Officer (P-2) and two Property Control and Inventory Assistants (Field Service) responsible for the control and maintenance of both the Mission assets inventory and Galileo inventory management systems. The Claims and Property Survey Board Unit is staffed by a Property Disposal Officer (P-3) and a Property Disposal Assistant (Field Service) responsible for processing third-party claims against the United Nations, claims for loss or damage to personal effects of the Mission personnel and contingent-owned property, as well as the initiation of property disposition.

179. The Supply Section is responsible for the administration of complex service contracts for the provision of fuel, food, general supplies and other services. The Supply Section is headed by a Chief Supply Officer (P-5), who implements the Mission's expendable and non-expendable commodities supply programme and administers and arranges for replenishment of specialized stores and general supplies. Furthermore, the Supply Section will undertake the day-to-day operations of the contracts, including but not limited to, the consolidation and placing of orders, requisitioning, reconciliation of invoices, planning of requirements and daily administration of the contracts.

180. The Supply Section consists of three units, the General Supply Unit, the Rations Supply Unit and the Fuel Supply Unit. The General Supply Unit, headed by a Chief of General Supplies (P-4), formulates an acquisition plan, raises requisitions and approves the issue of expendable and non-expendable general supplies. This Unit will also be supported by two Supply Officers (1 P-3 and 1 Field Service) and three Supply Assistants (1 Field Service and 2 international United Nations Volunteers). The Rations Unit, headed by a Chief Rations Officer (P-4), manages the Mission's rations operations, including ordering rations, supervising the contractor and ensuring that quality control standards and minimum operating security standards compliance prerequisites are met. This Unit is supported by two Rations Assistants (Field Service). The Fuel Unit, headed by a Chief Fuel Officer (P-4), manages the Mission's fuel operations, including monitoring required stock levels, supervising the contractor and ensuring that quality control, health and environmental standards and minimum operating security standards compliance prerequisites are met. This Unit is also supported by a Fuel Officer (Field Service) and an Associate Fuel Officer (P-2). There are a further 10 Supply Assistants (national General Service) and 3 Associate Supply Officers (National Officers) supporting the three units of the Supply Section.

181. The Engineering Section, headed by a Chief Engineer (P-5), will provide overall administrative and technical direction for engineering operations throughout the Mission. The Chief Engineer will also be responsible for dealing with other United Nations system agencies and contractors where collaboration in engineering effort is concerned and liaising with Government engineering departments as required. The Chief Engineer ensures the maintenance of the Mission's office premises and accommodation facilities, the administration of engineering stores and supplies and the supply of power and water. The Section consists of six units, namely the Administration Unit, the Requisitioning and Contract Management Unit, the State Offices Unit, the Construction Unit, the Assets and Material Management Unit and the Technical Support Unit. The Administration Unit is responsible for routine administrative matters relating to personnel, including the management of official correspondence of the Section and preparing administrative arrangements and forms related to the official travel of staff. The Requisitioning and Contract Management Unit will, inter alia, monitor the status of expenditures and allotments, direct and assist in the preparation of budget performance submissions, prepare requisitions for all engineering materials and stores and follow up on payment for goods and services. This Unit will also be responsible for the effective implementation of engineering contracts, with an aim to achieve probity and proper performance of obligations by both parties; implementing operational plans, standard operating procedures, initiatives and projects relating to contract compliance and management; the provision of support for the procurement process, including the provision of input to statements of work and presentations by the local Committee on Contracts; and the development of technical evaluation criteria, assisting with evaluations of vendor proposals and providing guidance during contract formulation, drafting and negotiation. The State Offices Unit is headed by a Civil Engineer (P-4), who also is the Deputy Chief Engineer. The Unit has oversight responsibility for all state offices and county support bases. This Unit has a coordination role for work in the various state offices and, during the start-up phase, in constructing UNMISS facilities. The Construction Unit will be responsible for implementing the designed facilities and construction required at different locations. The Assets and Material Management Unit will manage all engineering expendable and non-expendable assets, in conformity with the applicable United Nations rules and regulations; maintain close records of all assets movement and consumption; in close coordination with Section's other units, advise on the requirements of engineering assets for the logistic support of the Mission; track and be familiar with the systems contracts for the engineering assets and materials established by headquarters. The Technical Support Unit is responsible for the electrical and power generation and distribution, air-conditioning, heating and ventilation systems. It will install, maintain and repair electric equipment, air conditioners and generators, including developing and adhering to preventative maintenance schedules; maintaining stocks of spare parts for United Nations-owned generators and requesting the replenishment of such stocks; overseeing all aspects of generator fuel, including control mechanisms, and detailed statistics. The Section will also have a Special Projects Unit that will manage, supervise and monitor construction activities and other related works at United Nations House in Juba, headed by a Civil Engineer (P-4); a Planning and Design Unit, headed by an Engineer (P-4), responsible for preparing, evaluating, reviewing and revising project documents and for the analysis of design specifications included in project proposals for accuracy, soundness, feasibility and cost; and an Environmental Unit that will work closely

with government offices, NGOs and other agencies to advise, monitor and implement programmes and activities of the Section. These units will also be supported by an Associate Civil Engineer (P-2), 12 Technicians (Field Service) covering water and sanitation, generators, heating ventilation and air conditioning, facilities management and electrics, 20 Engineers (international United Nations Volunteers), 1 Associate Engineer (National Officer), 44 Engineering Assistants (national General Service) and 28 Facilities Management Assistants (national General Service).

182. The Communications and Information Technology Services, headed by a Chief Communications and Information Technology Officer (P-5), is responsible for the planning, installation and maintenance of all communications and information infrastructure and systems in the Mission area for all Mission components. The Chief is also responsible for the coordination/liaison of the Mission's information and communication technology operations with adjacent missions, Government authorities, commercial service providers, United Nations country teams and United Nations Headquarters. The Mission headquarters has a communications link with New York and the United Nations Logistics Base. These links provide vital voice and data connectivity, including videoconferencing services between the Mission and the rest of the world. The domestic system within South Sudan includes the Mission headquarters and the state offices. In addition, domestic communications links will be established for all stand-alone military units. The local systems in South Sudan are underdeveloped and cannot be relied on at present to provide voice and data services to the Mission. For this reason, the Mission will rely entirely on the Communications and Information Technology Services to provide the information and communication services required to perform duties and to ensure minimum operating security standards compliance for staff and premises. In addition, the Communications and Information Technology Services is expected to setup and support information and communication technology systems for all military units.

183. The Communications Unit in Juba will be headed by a Chief Telecommunications Engineer (P-4) and supported by 16 Technicians (Field Service), 2 Associate Telecommunications Engineers (National Officers) and 5 Telecommunications Engineers (national General Service). The Information Technology Unit will be headed by a P-4 Chief Information Technology Engineer and supported by an Information Systems Officer (P-3), 11 Officers (Field Service), two Associate Information Technology Officers (National Officers) and five Information Technology Assistants (national General Service). In addition, there will be six Field Service staff requested as general temporary assistance (4 Assistants, 1 Radio Technician and 1 Radio Operator) to meet surge requirements in the first year of the Mission.

Field offices

184. Staff from the Office of the Chief of Integrated Support Services, Transport, Engineering, Movement Control, Property Management, Aviation, Supply, the Joint Logistics Operations Centre, the Communications and Information Technology Services and the Geographic Information Services provide support to the state offices, county support bases, Entebbe and Mombasa.

185. The main logistics base and forward hubs are located in Juba, Malakal, Wau and Bor, each led by a Supply Chain Manager (P-4) and supported by an Inventory and Supply Officer (P-3), a Logistics Assistant (Field Service), two Quality Control Assistants (international United Nations Volunteer) and 10 Receiving and Inspection Assistants (national General Service), who will be in charge of the main hubs and be responsible for the management of the centralized warehouses and the integration with the consolidated cargo movements.

186. The Movement Control Section will have staff in three main hubs (Juba, Wau and Malakal), four medium hubs (Bor, Rumbek, Aweil and Bentiu) and three small hubs (Yambio, Torit and Kwajok). These locations will be staffed in line with the volume of activities at each of the hubs. The total number of field staff in this Section is 83, comprising three Movement Control Officers (P-3) and 80 Movement Control Assistants (17 Field Service, 51 national General Service and 12 international United Nations Volunteers).

187. Property management staff in the state offices include: one Information Management Assistant (Field Service), four Property Management Assistants (Field Service), two Property Control and Inventory Assistants (Field Service) and 60 Property Disposal Assistants (16 international United Nations Volunteers and 44 national General Service). The staff will perform property management related tasks such as physical verifications, contingent-owned equipment operational readiness inspections/spot checks and property disposal assessments/verifications.

188. Geographic Information Services will provide support through five field staff in each of the state offices in Wau and Malakal, comprising one Geographic Information Officer (P-3) and four Geographic Information Assistants (2 national General Service and two international United Nations Volunteers). Each office will cover three to four states and will focus on preparing, maintaining and providing timely geographic information support to military and civilian police components, substantive offices and Mission administration. The support includes geospatial intelligence and terrain analysis, paper maps and satellite imagery, Intranet map services and training.

189. The state offices will have engineering hubs at Bor, Wau and Malakal (24 posts each), and the other states will have between 14 and 16 engineering staff each (except for Juba, which will have 6 posts). The total of 166 engineering posts in the state offices comprises 5 P-3, 22 Field Service and 111 national General Service staff and 28 international United Nations Volunteers. Each of the 19 county support bases will have one Engineering Assistant (national General Service). In addition to the above totals, there will be six positions requested as general temporary assistance (6 Field Service), comprising one Assistant, one Technician and four Mechanics, to cover surge requirements in the Engineering Section during the first year of the Mission. The field-based engineering teams will be responsible for upgrading nine state capital locations, the construction of the state capital at Kwajok and the construction of 19 county support bases. Two logistics hubs will be established and, in addition, there are three battalion headquarters to be established and nine company bases to be constructed.

190. Staffing for Communications and Information Technology Services are located in hubs in Juba (27 posts), Malakal (29 posts) and Wau (28 posts) with a further 85 posts in the other seven offices. The total staffing requirement is 169 posts and comprises 29 Field Service, 4 National Officer and 110 national General Service

staff and 26 international United Nations Volunteers. Of the Field Service staff in Malakal, one will be requested as general temporary assistance to meet surge requirements in the first year of the mission. The scope of the Communications and Information Technology Services infrastructure and systems within the Mission covers all the 10 state capitals, including Juba, and the initial 19 county support bases.

191. The Joint Logistics Operations Centre staff in the field will assist headquarters staff with operations and planning requirements. The state offices will have two Logistics Officers (Field Service) and 18 Logistics Assistants (8 Field Service and 10 national General Service).

192. The Supply Section will support the state offices with three main hubs in Juba (18 posts), Wau (16 posts) and Malakal (16 posts) and a further five in each of the other seven offices. These teams will service customer requests, review requirements and serve as the liaison between customer issues and the integrated warehouse operation. Staff will also supervise maintenance in the field of supply items and the delivery of services and materials. They will also provide extra support to fuel and rations operations. The total of 91 field staff is comprised of one Rations Officer (P-3), one Fuel Officer (P-3), one Associate Fuel Officer (P-2), one Associate Rations Officer (P-2), seven Associate Supply Officers (7 National Officers), one Rations Assistant (Field Service) and 73 Supply Assistants (2 Field Service, 62 national General Service and 9 international United Nations Volunteers). The above total also includes six Assistants requested as general temporary assistance (6 Field Service) to cover surge requirements in the first year of the Mission.

193. The Transportation Section will provide 150 staff to the state offices; 17 Vehicle Technicians (9 Field Service and 8 international United Nations Volunteers), 36 Vehicle Mechanics (national General Service), 75 Drivers (national General Service) and 22 Transport Assistants (8 Field Service and 14 international United Nations Volunteers). The Transport Section will have 19 Drivers in county support bases (national General Service).

194. In addition, there will be 78 aviation staff in the state offices as follows: three Air Operations Officers (P-3) (in Juba, Malakal and Wau), three Associate Air Operations Officers (P-2) (in Bentiu, Rumbek and Bor) and 71 Air Operations Assistants (7 Field Service, 35 national General Service and 29 international United Nations Volunteers). There will also be one additional Air Operations Assistant (Field Service) to cover surge requirements during the first year of the Mission.

Entebbe

195. Integrated Support Services will have staff from the Communication and Information Technology Services, the Geographic Information Services and the Supply Section based at Entebbe. Communications and Information Technology Services staff based at Entebbe will provide information and communication technology support to UNMISS offices located at the Service Centre. These include two Telecommunications Technicians (national General Service) and one Information Technology Assistant (national General Service). Geographic Information Services staff in Entebbe (1 P-3 Geographic Information Officer) will be responsible for emergency data storage, backup, disaster recovery planning and procurement tasks. There are also five Supply Section posts based in Entebbe,

comprising a Supply Officer (P-4) and four Supply Assistants (Field Service). This team is responsible for invoice and processing support for all of the Section's cost centres as well as fuel and ration payment reconciliations.

Mombasa

196. There will be 14 staff members co-located in Mombasa with the United Nations Support Office for the African Union Mission in Somalia. Seven staff from the Movement Control: two Movement Control Officers (National Officers) and five Movement Control Assistants (2 Field Service and 3 national General Service) and seven staff from Integrated Support Services (Office of the Chief): one Logistics Officer (P-3) and six Logistics Assistants (1 Field Service and 5 national General Service) will support Mission activities at the Mombasa logistics base.

Safety and Security Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***[b]
Mission headquarters	—	—	2	11	40	**53**	55	—	**108**
Field offices	—	—	—	27	67	**94**	460	—	**554**
Total proposed	—	—	**2**	**38**	**107**	**147**	**515**	—	**662**

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance (6 P-3, 1 P-2, 8 Field Service and 400 NS).

Mission headquarters

197. The Security and Safety Section is headed by a Chief Security Adviser (D-1), who is the principal security adviser to the Special Representative of the Secretary-General/designated official for the United Nations system in South Sudan. The Chief Security Adviser is responsible for establishing and maintaining the security management system and the United Nations South Sudan Security Plan, liaising with the Government and local authorities on all security matters and conducting threat assessments and risk analysis. The Chief Security Adviser has the overall responsibility for managing the security and safety of UNMISS personnel and property, providing emergency response on a round-the-clock basis, directing the security guard force, conducting security investigations, providing personal protection services to senior Mission officials and high-level delegations and providing security clearances for travel into and within the Mission area. The Chief Security Adviser is also responsible for monitoring compliance with the minimum operating security standards and minimum operating residential security standards established by the designated official. The Chief Security Adviser will be contracted by UNDP and is not reflected in the staffing table.

198. The Security and Safety Section in UNMISS also includes two Deputy Chief Security Advisers (P-5), one of which is also funded by the Department of Security and Safety and not reflected in the staffing table, and four Administrative Assistants (3 Field Service and 1 national General Service). One Deputy Chief Security Adviser will be responsible for operations and for supervising the following units: Security Information and Operations; the Security Clearance Tracking Unit; the Plans and Policy Unit; Special investigations; Aviation Security; the Guard Force

Unit; and Radio Communications. The other Deputy Chief Security Adviser will be responsible for administration and support and for supervising the following units: the Security Training Unit, the Pass and Identification Unit, the Fire and Safety Unit; and the Administration, Logistics and Information Technology Unit. All staff in the Security and Safety Section will report to and are responsible to the Chief Security Adviser in the Mission.

199. The Security Information and Operations Centre provides physical security for all United Nations staff in South Sudan and monitors the movement of Mission staff and assets around South Sudan. It will have round-the-clock response capability to coordinate and execute relocations, evacuations and liaise with the host Government in the event that the safety and security of United Nations staff is affected. It issues security clearances and advices to all Field Security Coordination Officers in all states on security issues on behalf of the Chief Security Adviser/Deputy Chief Security Adviser. The Centre is led by the Chief of Operations (P-4), assisted by one Security Operations Officer (P-3), four Security Operations Officers (Field Service) and one Security Assistant (national General Service). Three additional Security Officers (1 P-3, 1 P-2 and 1 Field Service) will be co-located with the Joint Operations Centre, as required. Three Security Information Analysts (1 P-3 and 2 P-2) and two Security Officers (Field Service) will work closely with the Joint Mission Analysis Centre. Also reporting to the Chief of Operations are two Security Officers (Field Service) and four Security Assistants (national General Service), who track security clearances, monitor the arrival and departure of visiting United Nations staff and maintain daily staff lists.

200. The Plans and Policy Unit will be responsible for initiating security risk assessment, security plans and standard operating procedures, drafting minutes for the Security Management Team and Security Cell and monitoring follow-up actions for the Chief Security Adviser. The Unit will also compile data on the locations of international NGOs and assist in their security planning. Those activities will be coordinated with all states and county support bases. Two Security Officers (Field Service) will be required to support the Chief Security Adviser office as functions require round-the-clock coverage.

201. Two Security Officers (Field Service) are responsible for advising the Mission and United Nations agencies, funds and programmes on fire safety issues and handling technical responses to incidents in the Mission headquarters and United Nations agencies, funds and programmes. They will be assisted by one Fire Safety Officer (Field Service) and one Fire Safety Assistant (Field Service) and 15 Fire Safety Assistants (national General Service), who will also be visiting all UNMISS locations to monitor fire safety compliance, assessments and training.

202. One Security Officer (P-3) will oversee the Security Training Unit, which plans, develops, conducts and manages a comprehensive instruction programme (including the Safe, Secure Approach in Field Environments training programme, four-wheel-drive driver training, basic life-support training and first aid training) for all civilian staff. The Unit is also responsible for the training of all United Nations security staff throughout the Mission, including Firearms Training Officers, in accordance with Department of Safety and Security firearms policies. The Security Officer will be assisted by one Associate Security Officer (P-2), five Security Officers (Field Service) and five Security Assistants (national General Service).

203. The Special Investigations Unit will be responsible for conducting investigations of serious crimes committed by and/or against United Nations personnel, incidents of death or injury, firearms-related incidents, incidents of theft, loss or damage to United Nations property, road traffic accidents and incidents of indiscipline, misconduct and professional malfeasance involving civilian staff members. The Unit will consist of one Security Officer (P-3), one Associate Security Officer (P-2), four Security Investigators (Field Service) and five Security Assistants (national General Service).

204. The Administration, Logistics and Information Technology Unit provides administrative, logistic and information technology support to the Security Section. This includes maintaining personnel databases for security personnel; handling incoming and outgoing correspondence; disseminating security advisories; participating in recruitment exercises; recording time and attendance; maintaining security databases; preparing budgets and monitoring programme implementation. The Unit consists of four Security Officers (Field Service) and four Security Assistants (national General Service).

205. The Pass and Identification Unit will consist of two Security Officers (Field Service) and four Security Assistants (national General Service), who will assist in the provision of identification cards to UNMISS staff and visitors, as well as to staff of United Nations agencies, funds and programmes.

206. The Guard Force Unit will be responsible for coordinating the deployment of outsourced security guards to provide access control and perimeter security 24 hours a day, 7 days a week to all Mission sites, compounds and buildings. The Unit also arranges security for United Nations important visitors and coordinates appropriate response to security incidents within the Mission headquarters area. The Unit consists of one Security Officer (P-3), assisted by four Security Officers (Field Service).

207. The Aviation Security Unit will provide security for passengers and cargo for aircraft (checking in and screening of passengers and luggage and clearing cargo movement); safeguard United Nations personnel and assets when threatened; and coordinate the establishment of aviation security procedures at new locations prior to start-up. The Unit will consist of two Security Officers (Field Service) and four Security Assistants (national General Service).

208. The Radio Communications Unit will provide round-the-clock communications to all United Nations entities and will be the key centre in case of emergency communications. It will be manned by one Security Officer (Field Service) and 12 Security Assistants (national General Service).

Field offices

209. The 10 state offices will each have one Security officer (P-3), one Associate Security Officer (P-2), one Administrative/Tracking Officer (Field Service), one Operations Officer (Field Service), two Investigation Officers (Field Service) and six Security Assistants (national General Service). In addition, 19 mobile Security Officers (Field Service) will cover all 19 county support bases.

210. Members of the Guard Force for UNMISS are proposed as temporary positions until the guard force function can be outsourced. Temporary Security Guard positions (national General Service) are required as follows: 176 in Juba, 48 in Wau,

48 in Malakal and 128 to cover the other seven states. This temporary guard force will be coordinated by six Security Officers (P-3), one Associate Security Officer (P-2) and eight Security Officers (Field Service). The main role of the security guards is the protection of United Nations personnel and property/assets in the team sites and county support bases, and in undertaking this role the guards are involved in access control, vehicle checks, perimeter patrols and fire safety, movement control security, reception, watch tower duties, static surveillance, logistics base and asset movement control.

Regional Service Centre at Entebbe

211. The results-based-budgeting framework for the Regional Service Centre reflect indicators of achievement and outputs for the four peacekeeping missions that will be receiving services from the Service Centre for the four initial projects that have been identified for transfer to the Service Centre: check-in and check-out of field personnel, processing of education grants, operation of a regional training and conference centre and the operation of the Transportation and Movement Integrated Control Centre.

Expected accomplishments	*Indicators of achievement*
5.2 Effective and efficient logistical, administrative and security support to the operation	5.2.1 Reduction of time required for check-in/check-out (2010/11: 12 days; 2011/12: 2 days)
	5.2.2 Reduction in processing time for settling education grant claims (2010/11: 5 months; 2011/12: 7 weeks)
	5.2.3 Increased number of regional staff participating in training and conference centre activities (2010/11: 2,000 staff; 2011/12: 3,000)
	5.2.4 Increased number of regional flights coordinated by the Transportation and Movement Integrated Control Centre (2010/11: 50; 2011/12: 100)

Outputs

- Check-in and check-out of 400 staff
- Processing of 4,500 educational grant claims
- 80 regional training courses and conferences held with the participation of 3,000 staff from the regional missions
- 100 regional flights coordinated by the Transportation and Movement Integrated Control Centre

Regional Service Centre at Entebbe

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Regional Service Centre Team	—	—	1	—	—	1	—	—	1
Education grant	—	—	—	—	1	1	1	—	2
Regional training and conference centre	—	—	—	—	2	2	1	—	3
Transportation and Movement Integrated Control Centre	—	—	1	1	3	5	3	—	8
Total proposed	—	—	2	1	6	9	5	—	14

[a] Includes National Officers and national General Service staff.

212. The above staffing resources were UNMIS staff who were relocated to the Regional Service Centre as part of the four initial projects for the Service Centre and are now transferred to UNMISS.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	*Cost estimates (2011/12)*
Military and police personnel	
Military observers	5 578.3
Military contingents	198 922.3
United Nations police	15 379.8
Formed police units	27 128.7
Subtotal	**247 009.1**
Civilian personnel	
International staff	66 104.2
National staff	22 814.5
United Nations Volunteers	2 755.6
General temporary assistance	—
Subtotal	**91 674.3**
Operational costs	
Government-provided personnel	—
Civilian electoral observers	—
Consultants	168.7
Official travel	1 498.9
Facilities and infrastructure	123 487.6
Ground transportation	60 262.8
Air transportation	142 001.5
Naval transportation	—
Communications	33 779.1
Information technology	13 089.6
Medical	4 509.1
Special equipment	2 373.5
Other supplies, services and equipment	17 512.3
Quick-impact projects	900.0
Subtotal	**399 583.1**
Gross requirements	**738 266.5**
Staff assessment income	10 302.0
Net requirements	**727 964.5**
Voluntary contributions in kind (budgeted)	—
Total requirements	**738 266.5**

B. Staadardized funding model

213. The standardized funding model, the financial pillar of the global field support strategy, has been used as the basis for the UNMISS start-up budget, in order to support an initial request for funding for the first year of operations of $738.3 million.

214. The benefits of using the standardized funding model are detailed in the report of the Secretary-General (A/65/696 and Corr.1) and can be summarized as follows: it provides for a streamlined budget development process, allowing staff to focus on resources and immediate tasks; it avoids the requirement for multiple funding proposals to be developed in close succession; and it provides greater flexibility for the mission's leadership team to translate the total funding envelope into mission-specific programmatic and support requirements.

215. Detailed costings to support each funding profile within the standardized funding model were included in the Secretary-General's proposal approved by the General Assembly. The resources approved for UNMISS for the 2011/12 period will be managed according to the normal flexibility available to field operations to meet emerging operational priorities. All expenditure results will be reported and explained in the context of the UNMISS performance report for the 2011/12 period.

216. In the above-mentioned report of the Secretary-General, the standardized funding model presents three different profiles, depending on the number of mandated uniformed personnel (either 5,000, 10,000 or 15,000), each with two different scenarios based on mission-related factors of size and logistical challenge. The standardized funding model was derived using data from actual start-up missions. Traditionally, a mission in its start-up year has significant civilian staff vacancy rates and experiences delays in the deployment of uniformed personnel.

217. The proposed funding requirements for UNMISS are based on the start-up mission profile included in the standardized funding model for 10,000 uniformed personnel, operating in a large Mission area and facing a challenging logistical scenario. Although this scenario exceeds the mandated size of UNMISS, the inheritance by the new Mission of significant personnel and operating capacities immediately from UNMIS support the use of the higher-cost profile (the standardized funding model was bas :d on a start-up mission implemented anew).

218. Of its total mandated force strength, 5,007 troops, 196 military observers and 378 United Nations police were redeployed from UNMIS to UNMISS, as well as significant numbers of civilian personnel. The financial implications of this immediate transfer, in terms of both direct personnel costs and operational expenditure, outweigh the savings from existing assets transferred to UNMISS.

219. In this regard, UNMISS is not "typical" of a start-up mission, as a result of the legacy impact of UNMIS. The deployment rate of military and civilian personnel will be much faster than usual for a start-up mission and therefore costs will be incurred earlier than in a typical start-up mission.

220. The standardized funding model is intended to accommodate the detailed requirements of each individual mission. UNMISS will therefore prioritize its requirements in 2011/12, while moving towards full deployment and mandate delivery, to make every effort to remain within the limits of the funding provided through the standardized funding model.

221. In this regard, the Mission has set up a Resource Monitoring Steering Committee, chaired by the Special Representative of the Secretary-General. This Committee will meet at least every quarter to monitor expenditure and programmatic activities to-date and planned expenditure and activities to ensure that funding is allocated to priority operations.

C. Regional Service Centre at Entebbe, Uganda

222. The total estimated resource requirements for the Regional Service Centre at Entebbe for the period 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	*Cost estimates (2011/12)*
Civilian personnel	
International staff	1 321.9
National staff	85.5
United Nations Volunteers	—
General temporary assistance	—
Subtotal	**1 407.4**
Operational costs	
Consultants	—
Official travel	10.9
Facilities and infrastructure	1 119.8
Ground transportation	19.0
Air transportation	—
Communications	13.3
Information technology	9.0
Medical	1.4
Special equipment	—
Other supplies, services and equipment	1.9
Subtotal	**1 175.3**
Gross requirements	**2 582.7**
Staff assessment income	173.3
Net requirements	**2 409.4**
Voluntary contributions in kind (budgeted)	—
Total requirements	**2 582.7**

III. Actions to be taken by the General Assembly

223. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **The establishment of a Special Account for the United Nations Mission in South Sudan for the purpose of accounting for the income received and expenditure incurred in respect of the Mission;**

(b) **The appropriation of the amount of $738,266,500 for the maintenance of the Mission for the period from 1 July 2011 to 30 June 2012;**

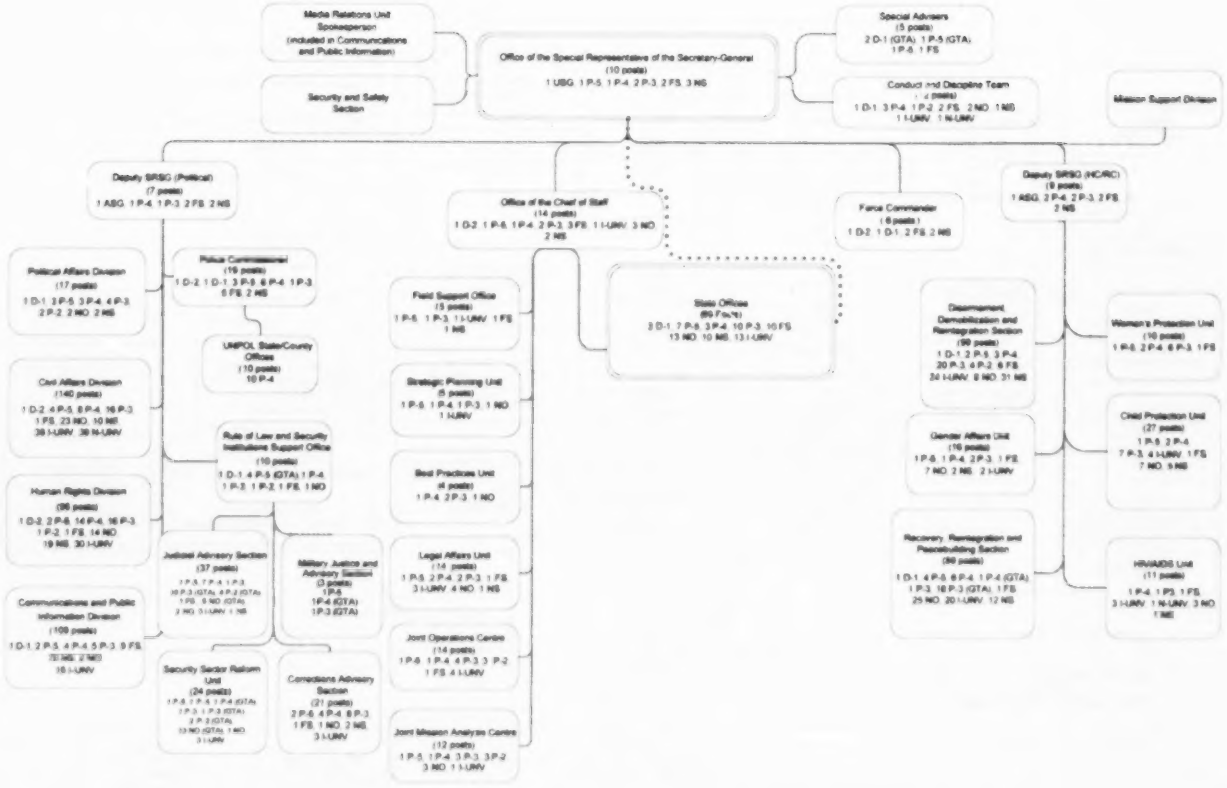
(c) **The application to the Special Account for UNMISS of the total amount of $277,915,150 from the amount of $482,460,550 previously assessed under the terms of its resolution 65/257 B for the United Nations Mission in the Sudan, the United Nations Interim Security Force for Abyei and UNMISS;**

(d) **Taking into account the amount of $277,915,150 applied to the Special Account for UNMISS in paragraph (c) above, assessment of the amount of $460,351,350 for the period from 9 July 2011 to 30 June 2012.**

Annex

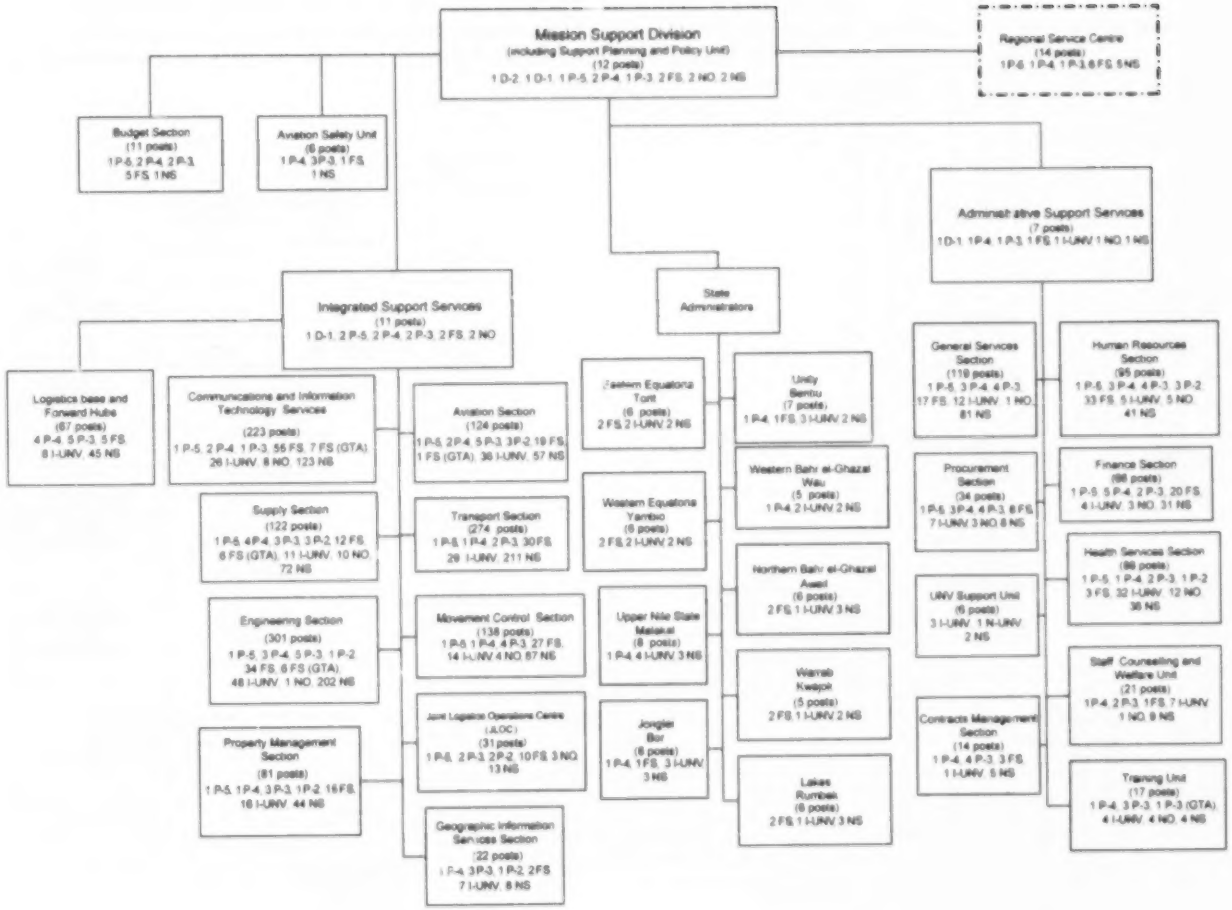
Organization charts

A. Substantive offices


Media Relations Unit
Spokesperson
(included in Communications and Public Information)
Security and Safety Section
Office of the Special Representative of the Secretary-General
(10 posts)
1 USG, 1 P-5, 1 P-4, 2 P-3, 2 FS, 3 NS
Special Advisers
(5 posts)
2 D-1 (GTA), 1 P-5 (GTA)
1 P-5, 1 FS
Conduct and Discipline Team
(4 posts)
1 D-1, 1 P-4, 1 P-2, 2 FS, 2 NO, 1 NS
1 I-UNV, 1 N-UNV
Mission Support Division
Deputy SRSG (Political)
(7 posts)
1 ASG, 1 P-4, 1 P-3, 2 FS, 2 NS
Office of the Chief of Staff
(14 posts)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 3 FS, 1 I-UNV, 3 NO
2 NS
Force Commander
(6 posts)
1 D-2, 1 D-1, 2 FS, 2 NS
Deputy SRSG (HC/RC)
(9 posts)
1 ASG, 2 P-4, 2 P-3, 2 FS
2 NS
Political Affairs Division
(17 posts)
1 D-1, 3 P-5, 3 P-4, 4 P-3
2 P-2, 2 NO, 2 NS
Police Commissioner
(15 posts)
1 D-2, 1 D-1, 3 P-5, 6 P-4, 1 P-3
6 FS, 2 NS
UNPOL State/County Offices
(10 posts)
10 P-4
Civil Affairs Division
(140 posts)
1 D-2, 4 P-5, 8 P-4, 16 P-3
1 P-2, 1 FS, 23 NO, 10 NS
39 I-UNV, 36 N-UNV
Rule of Law and Security Institutions Support Office
(10 posts)
1 D-1, 4 P-5 (GTA), 1 P-4
1 P-3, 1 P-2, 1 FS, 1 NO
Human Rights Division
(56 posts)
1 D-2, 2 P-5, 14 P-4, 16 P-3
1 P-2, 1 FS, 14 NO
19 NS, 30 I-UNV
Judicial Advisory Section
(37 posts)
2 P-5, 7 P-4, 1 P-3
10 P-3 (GTA), 4 P-2 (GTA)
1 FS, 5 NO (GTA)
2 NO, 3 I-UNV, 1 NS
Military Justice and Advisory Section
(3 posts)
1 P-5
1 P-4 (GTA)
1 P-3 (GTA)
Communications and Public Information Division
(109 posts)
1 D-1, 2 P-5, 4 P-4, 5 P-3, 9 FS
32 NS, 2 NO
16 I-UNV
Security Sector Reform Unit
(24 posts)
1 P-5, 1 P-4, 1 P-4 (GTA)
1 P-3, 1 P-3 (GTA)
2 P-3 (GTA)
13 NO (GTA), 1 NO
3 I-UNV
Corrections Advisory Section
(21 posts)
2 P-5, 4 P-4, 6 P-3
1 FS, 1 NO, 2 NS
3 I-UNV
Field Support Office
(5 posts)
1 P-5, 1 P-3, 1 I-UNV, 1 FS
1 NS
Strategic Planning Unit
(5 posts)
1 P-5, 1 P-4, 1 P-3, 1 NO
1 I-UNV
Best Practices Unit
(4 posts)
1 P-4, 2 P-3, 1 NO
Legal Affairs Unit
(14 posts)
1 P-5, 2 P-4, 2 P-3, 1 FS
3 I-UNV, 4 NO, 1 NS
Joint Operations Centre
(14 posts)
1 P-5, 1 P-4, 4 P-3, 3 P-2
1 FS, 4 I-UNV
Joint Mission Analysis Centre
(12 posts)
1 P-5, 1 P-4, 3 P-3, 3 P-2
3 NO, 1 I-UNV
State Offices
(69.7m/e)
2 D-1, 7 P-5, 3 P-4, 10 P-3, 10 FS
13 NO, 10 NS, 13 I-UNV
Disarmament, Demobilization and Reintegration Section
(50 posts)
1 D-1, 2 P-5, 3 P-4
20 P-3, 4 P-2, 6 FS
24 I-UNV, 9 NO, 31 NS
Gender Affairs Unit
(10 posts)
1 P-5, 1 P-4, 2 P-3, 1 FS
7 NO, 2 NS, 2 I-UNV
Recovery, Reintegration and Peacebuilding Section
(50 posts)
1 D-1, 4 P-5, 6 P-4, 1 P-4 (GTA)
1 P-3, 16 P-3 (GTA), 1 FS
25 NO, 20 I-UNV, 12 NS
Women's Protection Unit
(10 posts)
1 P-5, 2 P-4, 6 P-3, 1 FS
Child Protection Unit
(27 posts)
1 P-5, 2 P-4
7 P-3, 4 I-UNV, 1 FS
7 NO, 5 NS
HIV/AIDS Unit
(11 posts)
1 P-4, 1 P-3, 1 FS
3 I-UNV, 1 N-UNV, 3 NO
1 NS

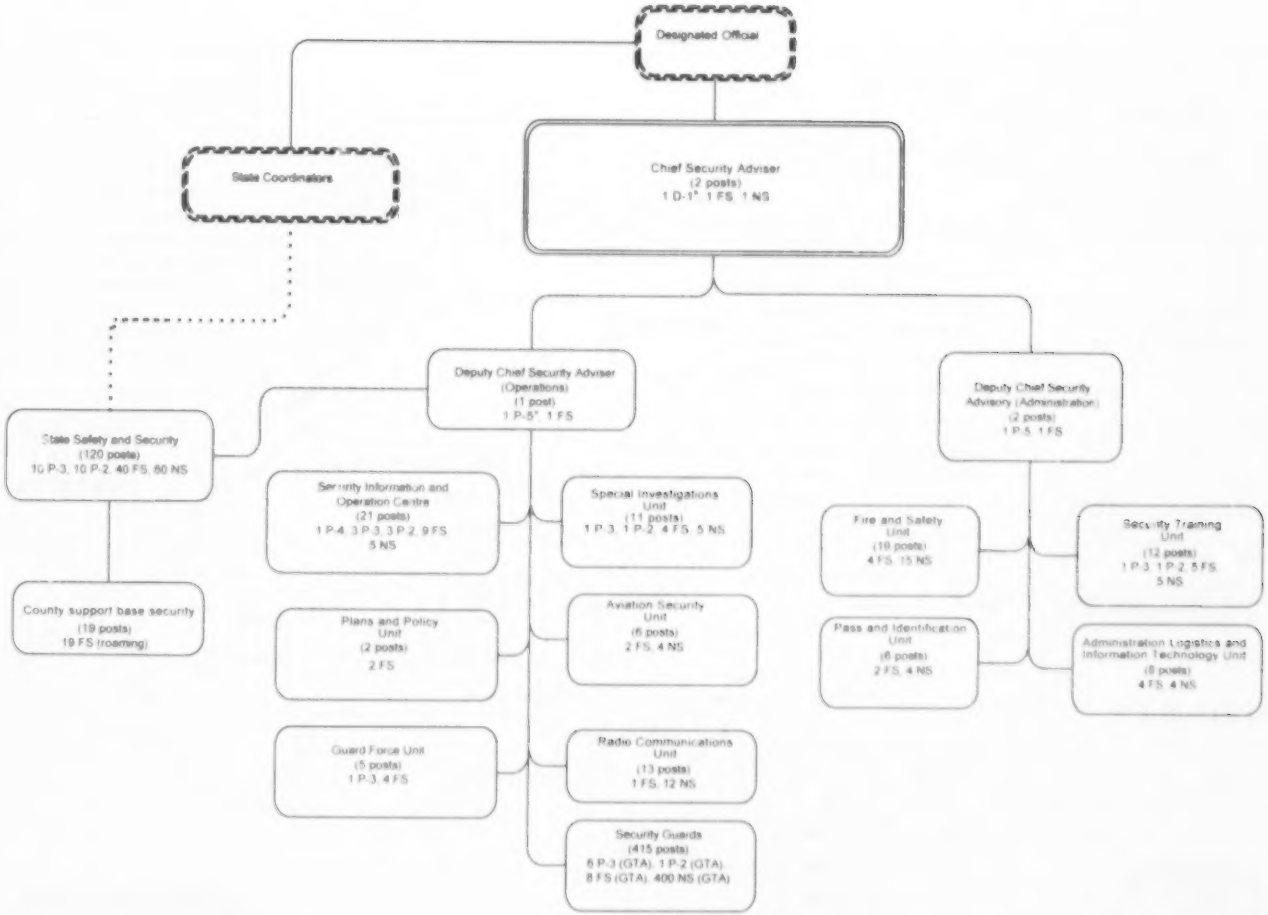
Abbreviations: FS, Field Service; GTA, general temporary assistance; HC/RC, Humanitarian Coordinator/Residence Coordinator; I-UNV, international United Nations Volunteer; NS, national staff; N-UNV, national United Nations Volunteer; SRSG, Special Representative of the Secretary-General; UNPOL, United Nations police.

B. Mission support services


Mission Support Division
(including Support Planning and Policy Unit)
(12 posts)
1 D-2, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 2 FS, 2 NO, 2 NS
Regional Service Centre
(14 posts)
1 P-5, 1 P-4, 1 P-3, 6 FS, 5 NS
Budget Section
(11 posts)
1 P-5, 2 P-4, 2 P-3, 5 FS, 1 NS
Aviation Safety Unit
(6 posts)
1 P-4, 3 P-3, 1 FS, 1 NS
Administrative Support Services
(7 posts)
1 D-1, 1 P-4, 1 P-3, 1 FS, 1 I-UNV, 1 NO, 1 NS
Integrated Support Services
(11 posts)
1 D-1, 2 P-5, 2 P-4, 2 P-3, 2 FS, 2 NO
State Administrators
Logistics base and Forward Hubs
(67 posts)
4 P-4, 5 P-3, 5 FS, 8 I-UNV, 45 NS
Communications and Information Technology Services
(223 posts)
1 P-5, 2 P-4, 1 P-3, 55 FS, 7 FS (GTA), 26 I-UNV, 8 NO, 123 NS
Aviation Section
(124 posts)
1 P-5, 2 P-4, 5 P-3, 3 P-2, 19 FS, 1 FS (GTA), 36 I-UNV, 57 NS
Supply Section
(122 posts)
1 P-5, 4 P-4, 3 P-3, 3 P-2, 12 FS, 6 FS (GTA), 11 I-UNV, 10 NO, 72 NS
Transport Section
(274 posts)
1 P-5, 1 P-4, 2 P-3, 30 FS, 29 I-UNV, 211 NS
Engineering Section
(301 posts)
1 P-5, 3 P-4, 5 P-3, 1 P-2, 34 FS, 6 FS (GTA), 48 I-UNV, 1 NO, 202 NS
Movement Control Section
(138 posts)
1 P-5, 1 P-4, 4 P-3, 27 FS, 14 I-UNV, 4 NO, 87 NS
Property Management Section
(81 posts)
1 P-5, 1 P-4, 3 P-3, 1 P-2, 16 FS, 16 I-UNV, 44 NS
Joint Logistics Operations Centre (JLOC)
(31 posts)
1 P-5, 2 P-3, 2 P-2, 10 FS, 3 NO, 13 NS
Geographic Information Services Section
(22 posts)
1 P-4, 3 P-3, 1 P-2, 2 FS, 7 I-UNV, 6 NS
Jonglei
Bor
(6 posts)
1 P-4, 1 FS, 3 I-UNV, 3 NS
Upper Nile State
Malakal
(8 posts)
1 P-4, 4 I-UNV, 3 NS
Warrab
Kwajok
(5 posts)
2 FS, 1 I-UNV, 2 NS
Lakes
Rumbek
(6 posts)
2 FS, 1 I-UNV, 3 NS
Northern Bahr el-Ghazal
Aweil
(6 posts)
2 FS, 1 I-UNV, 3 NS
Western Bahr el-Ghazal
Wau
(5 posts)
1 P-4, 2 I-UNV, 2 NS
Western Equatoria
Yambio
(6 posts)
2 FS, 2 I-UNV, 2 NS
Eastern Equatoria
Torit
(6 posts)
2 FS, 2 I-UNV, 2 NS
Unity
Bentiu
(7 posts)
1 P-4, 1 FS, 3 I-UNV, 2 NS
General Services Section
(119 posts)
1 P-5, 3 P-4, 4 P-3, 17 FS, 12 I-UNV, 1 NO, 81 NS
Procurement Section
(34 posts)
1 P-5, 3 P-4, 4 P-3, 8 FS, 7 I-UNV, 3 NO, 8 NS
UNV Support Unit
(6 posts)
3 I-UNV, 1 N-UNV, 2 NS
Contracts Management Section
(14 posts)
1 P-4, 4 P-3, 3 FS, 1 I-UNV, 5 NS
Human Resources Section
(95 posts)
1 P-5, 3 P-4, 4 P-3, 3 P-2, 33 FS, 5 I-UNV, 5 NO, 41 NS
Finance Section
(86 posts)
1 P-5, 5 P-4, 2 P-3, 20 FS, 4 I-UNV, 3 NO, 31 NS
Health Services Section
(86 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 3 FS, 32 I-UNV, 12 NO, 30 NS
Staff Counselling and Welfare Unit
(21 posts)
1 P-4, 2 P-3, 1 FS, 7 I-UNV, 1 NO, 9 NS
Training Unit
(17 posts)
1 P-4, 3 P-3, 1 P-3 (GTA), 4 I-UNV, 4 NO, 4 NS

Abbreviations: FS, Field Service; GTA, general temporary assistance; NO, National Officer; NS, national staff; I-UNV, international United Nations Volunteer; N-UNV, national United Nations Volunteer.

C. Security



Abbreviations: FS, Field Service; GTA, general temporary assistance; NS, national staff.

[a] Department of Safety and Security.

UNMISS
October 2011
SUDAN
SOUTH SUDAN
ETHIOPIA
KENYA
UGANDA
DEM. REP. OF THE CONGO
CENTRAL AFRICAN REPUBLIC
Ed Damazin
Renk
Kadugli
Nuba Mts
Umm Barbit
Melut
Paloich
Junguis
Boong
Kodok
Riangnom
Abyei
Mayom
Bentiu
Malakal
Fangak
Abwong
Dagg Post
Kigille
Nasser
Gumbiel
Fathai
Waat
Kan
Leer
Adok
Akop
Kuacjok
Wau
Wakela
Aweil
Raga
Deim Zubeir
Wang Kai
Duk Fadiat
Akobo
Atum
Toni
Rumbek
Akot
Yirol
Lol
Mvolo
Pap
Bor
Kongor
Jongiei
Peper
Pibor
Akeio
Ukwaa
Towot
Lowelli
Bo River Post
Rafili
Khogali
Boli
Tambura
Li Yubu
Ezo
Yambio
Maridi
Jerbar
Terakeka
Bunduqiya
Lanya
Juba
Lafon
Kapoeta
Torit
Nagishot
Opari
Lohusa
Yei
Kajo Keji
Administrative boundary
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
* Final boundary between the Republic of Sudan and the Republic of South Sudan has not yet been determined.
** Final status of the Abyei area is not yet determined.
National capital
State (wilayah) capital
Town
Major airport
International boundary
Undetermined boundary*
State (wilayah) boundary
Sector boundary
Abyei region**
Main road
Railroad
0 100 200 km
0 100 mi